

Austria	Sch. 18	Indonesia	Rp. 2500	Portugal	Ecu 80
Bahrain	Dr 0.64	Italy	L 1,300	S. Africa	Rs 100
Belgium	BP 38	Japan	Yen 1550	Singapore	S\$ 10
Canada	C\$ 1.09	Jordan	Fls 500	Spain	Pts 110
Denmark	Dkr 6.25	Kuwait	Fls 500	Turkey	TLs 50
Egypt	£ 1.20	Liberia	Le 15.38	Sweden	Sk 50
Fiji	Ft 6.00	London	£ 1.20	Switzerland	Fr 7.20
France	Fr 5.00	Malaysia	RM 4.25	Thailand	MT 585
Germany	DM 2.20	Morocco	Pcs. 300	Tunisia	De 5.50
Greece	Dr 7.20	Netherlands	Fls 2.50	Turkey	L 210
Hong Kong	HK 1.2	Norway	Nkr 5.00	U.A.E.	Dir 6.50
Iceland	Rp. 15	Philippines	Pes. 20	U.S.A.	\$1.50

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,603

Friday April 19 1985

D 8523 B

Testing times for  
Poland's radical  
priests, Page 2

## World news

## Business summary

### Kohl gives star wars plan full backing

West German Chancellor Helmut Kohl gave full backing to President Reagan's star wars anti-missile defence programme.

He said Kohl would send a team of experts to the U.S. to examine the possibility of a West German stake in the controversial Strategic Defence Initiative.

The Chancellor said, however, that he would continue to press for a joint European approach and a guarantee by the U.S. of a "fair partnership" in the technology involved. Page 16

### Karami to Syria

Lebanese Prime Minister Rashid Karami went to Damascus for talks with Syrian leaders on the crisis provoked by fierce battles between Moslem militias in West Beirut on Wednesday. Page 4

### Sudan talks

Southern Sudan guerrilla leader Col John Garang is due in Khartoum for talks with military leader Gen Abdul-Rahman Swarreddah, a move regarded as a breakthrough in efforts to end the rebellion in the south. Page 4

### China call

Chinese leader Deng Xiaoping called on Moscow to make a gesture towards removing obstacles to better relations between the two nations. Page 4

### New Neves crisis

Brazil's ailing President-elect Tancredo Neves suffered a new health crisis and his condition deteriorated further. Page 4

### Soviets expelled

Soviet diplomat and a senior Aeroflot staff member have been expelled from Britain for carrying out "unacceptable activities," an official spokesman for spying. Page 5

### Man burned

A white man was in critical condition in hospital in Uitenhage, South Africa, after being pulled from his car and set on fire by a large crowd of black youths, police said. Meanwhile, doctors told an official inquiry that most of the 20 victims of a police shooting incident in the town last month were shot in the back. Page 16

### Taylor to retire

Britains Harry Taylor, number two at Manufacturers Hanover Bank, is taking early retirement. Page 17

### Rugby protests

New Zealand Rugby Union's decision to send a team to tour South Africa has provoked widespread protests at home and threats of retaliation from the African National Congress. Page 4.

### Journalists go back

Italian journalists ended a strike that plunged the country into an almost total news blackout for five days in support of a pay claim. Early report, Page 3

### U.S. jet crashes

A U.S. Air Force OA37 attack jet crashed off the northern coast of Honduras on a training mission. The fate of the crew was not known.

### Nakasone's goal

Japanese Prime Minister Yasuhiro Nakasone said he tried to "carry out a revolution in the nation's consciousness" through the latest series of measures to open the country's markets to foreign goods.

### Technology lag

The Soviet Union and its allies are having difficulty in adapting to new technology and increasingly lagging behind the West, according to reports by academics and businessmen at a Nato seminar in Brussels.

## \$ falls sharply as U.S. growth slows to 1.3%

BY STEWART FLEMING IN WASHINGTON, PAUL TAYLOR IN NEW YORK AND PHILIP STEPHENS IN LONDON

THE DOLLAR fell sharply yesterday after the Commerce Department in Washington released figures showing that the U.S. economy grew at a real annual rate of only 1.3 per cent in the first quarter.

Strong imports siphoned off domestic demand to foreign suppliers prompted the Government to review sharply downwards its earlier 2.1 per cent forecast for growth in gross national product (GNP).

Mounting evidence that the U.S. economy is locked into a lower growth trend has helped to push the value of the dollar sharply lower in recent weeks.

The declines that followed the release of yesterday's figures provided a further boost for sterling and increased expectations of an early fall in UK base rates.

Foreign exchange dealers said that the news brought heavy losses for the dollar within minutes.

Spreads between buy and sell prices widened to as much as 1 pfenning as the dollar fell from around DM 3.05 to a low of DM 2.9725 in London trading.

It closed at DM 2.9845, 4 pfenings

lower than on Wednesday and below what was widely regarded as a psychological barrier of DM 3.

At the close in New York, the dollar stood at DM 2.9895, SwFr 2.4625, Yen 248.85 and FFr 9.045. Its value

against sterling was \$1.301.

Many dealers were predicting further losses over coming days as investors reassessed the outlook.

Mr Malcolm Baldrige, Commerce

Deputy about World Bank's future may be resolved today. Page 6; UK borrowing overshoot blamed on pit strike, Page 8; Editorial comment, Page 14; Lex, Page 16; Markets, Section III

Continued on Page 16

Unexpected weakness in capital expenditure and in government spending also slowed the pace of

Mr Baldrige said. The decline matched market expectations.

LONDON stocks and gilts firmed after prospects for a base rate cut improved. The FT Ordinary index rose 2.7 to 991.5. Section III

## Pretoria plans 'interim government' in Namibia

BY ANTHONY ROBINSON IN CAPE TOWN

SOUTH AFRICA is to reintroduce a form of interim government in Namibia (South West Africa), President P. W. Botha told the Pretoria parliament last night.

The move is unlikely to be accepted by Western countries, especially the members of the five-nation contact group on Namibia - the U.S., Britain, France, West Germany and Canada - mandated by the United Nations to bring about a Namibian settlement.

Mr Botha said the interim Government's powers would be limited and all legislation subject to approval by the South African Administrator-General.

Mr Botha said that the arrangements "should be seen as an interim mechanism for the internal administration of the territory pending agreement on an internationally acceptable independence."

In an effort to forestall expected international criticism of the latest move from the contact group and other supporters of UN Security Resolution 435, President Botha emphasised that "as long as there is a possibility that the present international negotiations hold any real-

ity prospect of bringing about the imminent withdrawal" of Cuban forces from Angola, the South African Government will not act as a "united" authority which would be reinserted in Namibia which would be empowered to promulgate a Bill of Rights and establish a constitutional court and a constitutional council.

The latter would draw up a draft constitution which South Africa would regard as "a basis for future discussion or as a proposal which could be submitted to the international assembly envisaged in the international settlement plan."

Mr Botha said the South African Government "will retain all those powers vested in it at this stage, including foreign relations and defence." What is more, the Administrator-General, who has ruled Namibia directly since the previous interim Government headed by the Democratic Turnhalle Alliance (DTA) was dissolved in January 1983, will not be removed, as the multi-party conference requested. Instead, he has been given the power of veto over legislation.

Protests erupt after New Zealand rugby tour decision, Page 4

Mr Botha said the South African Government "will retain all those powers vested in it at this stage, including foreign relations and defence." What is more, the Administrator-General, who has ruled Namibia directly since the previous interim Government headed by the Democratic Turnhalle Alliance (DTA) was dissolved in January 1983, will not be removed, as the multi-party conference requested. Instead, he has been given the power of veto over legislation.

Continued on Page 16

Eurobonds, Page 38

## BSC buys U.S. mill stake and plans £50m steel supply deal

BY IAN RODGER IN LONDON

BRITISH STEEL Corporation has taken a minority stake in Tuscaloosa Steel, a £75m (\$17m) green-field steel rolling mill project in Alabama.

The state-owned UK group will supply £50m a year worth of semi-finished continuously cast slabs for the mill.

That aspect of the project may be controversial both in the U.S. and Europe. The U.S. and the EEC are currently discussing a quota system to reduce imports of semi-finished steel. If quotas were agreed, BSC would have to fight with other European producers for an adequate share of the project.

The project has been promoted by Tippins Machinery, a U.S. pro-

ducer of steelmaking equipment, which has been eager to develop a plant that would produce low volumes of plate and sheet at costs competitive with those of large integrated works.

Tippins has a majority interest in the project. The other shareholders are O'Neil, a steel stockholding group in the south-eastern U.S., and Alcoa, a U.S. maker of steel pipe.

The Alabama location was chosen because it is far from the main steel production areas of the north-east so that there would be significant opportunities to displace imports of plate and sheet now running at between 1m and 1.5m tonnes a year in the region.

BSC has a multi-year contract to supply slabs for the mill and plans to make them at its Teesside works in north-east England. The initial requirement would be for about 250,000 tonnes a year, less than a tenth of Teesside's current output.

BSC was approached to participate in the project because Tippins was unable to find a source of continuously cast slab in the U.S. Tippins was aware that BSC had attempted to sell slabs to U.S. Steel two years ago in a project that failed.

Tuscaloosa will be based on a single-stand Steckel mill, designed to be more flexible and less costly to operate than multistand hot-rolling mills. It is expected to begin operation late in 1985.

### Sweden cancels plan for Y100bn Eurocredit

By Peter Montagnon in London

SWEDEN has withdrawn a planned Y100bn (\$403m), year borrowing in the Eurocredit market after finding no takers for its loan among Tokyo's broadcasting group.

The decision is a humiliation for Sweden, which ranks as one of the most prestigious sovereign borrowers in the Euromarkets, and a serious setback for the newly opened Euroyen credit market. Medium-term Euroyen credits have been permitted by the Japanese Ministry of Finance only since April 1.

Evidence that the loan was in difficulties surfaced almost immedi-

ately after it was mandated to Sumitomo Bank on March 28. Sumitomo met a stone wall of resistance from other banks, which claimed that the interest margin of 4% point over Euroyen deposit rates was too low and should have been set at 4% point.

Mr Peter Engstrom, head of Sweden's National Debt Office, went to Tokyo this week to try to persuade the banks to change their minds. The failure of his initiative led to yesterday's cancellation announcement.

Bankers in London were yesterday revelling in Sweden's discomfiture after many years of having to yield to the Debt Office's demands for exceptionally tight terms on its foreign borrowing. But there was also a degree of surprise, given Sweden's reputation for approaching innovative borrowing with extreme caution.

The Euroyen market is a new market and has not sorted itself out. We had no reason to believe that these were unrealistic terms," said Ms Christine Holm, deputy director of the Debt Office in Stockholm.

TBS shares, which are quoted on the Nasdaq over-the-counter market, were unchanged on the news yesterday at \$244.

Mr Turner has a reputation as one of the U.S. television industry's most colourful, aggressive and inventive executives. Sometimes known as "the mouth of the South," he has a formidable record of taking on the industry's traditional giants and winning. This move, however, represents by far his most ambitious project.

Turner Broadcasting, in which Mr Turner holds a controlling stake of around 60 per cent, is already highly geared, with \$175m of long-term debt at the end of September last year against \$26.5m in shareholders' equity. The company operates the "superstation" WTBS television station out of Atlanta, runs CNN, a 24-hour-a-day cable news service, and owns the Atlanta Braves baseball team. It has a cheque book of net earnings of \$4.8bn.

Mr Turner said yesterday that he intended to file suit against CBS to challenge the legality of the anti-takeover defences.

Decline at ABC, Page 17

## Turner mounts \$2.9bn bid for CBS stake

BY TERRY DODSWORTH AND PAUL TAYLOR IN NEW YORK

MR TED TURNER, the flamboyant Atlanta-based television entrepreneur, yesterday launched a daring bid for control of CBS, the largest U.S. broadcasting group.

The all-paper bid for a 67 per cent stake valued by Mr Turner at \$2.9bn follows months of speculation about the future of CBS. Trading of the broadcasting group's shares was immediately plunged into turmoil as they jumped by \$7 to \$10.04 before falling back to \$10.84 in early afternoon trading.

Wall Street's reaction reflects the scepticism about an offer - packed full of "junk" paper - which Mr Turner himself admitted might threaten the very existence of his own company, Turner Broadcasting (TBS). Analysts noted that, among other uncertainties, the deal appeared to hinge upon selling off substantial assets in CBS's non-broadcasting activities.

CBS, which has faced a takeover threat from a right-wing pressure group associated with Senator Jesse Helms since the start of this year, said that the unusual number and complexity of Mr Turner's bid made it difficult to comment.

Under the terms of the bid, Turner Broadcasting is offering \$122 principal amount of TBS fixed-income debt securities, \$36.49 principal amount of TBS zero-coupon notes, one share of TBS preferred stock, and 0.75 shares of TBS Class B common stock for each outstanding share of CBS common stock.

TBS shares, which are quoted on the Nasdaq over-the-counter market, were unchanged on the news yesterday at \$244.

Mr Turner has a reputation as one of the U.S. television industry's most colourful, aggressive and inventive executives. Sometimes known as "the mouth of the South," he has a formidable record of taking on the industry's traditional giants and winning. This move, however, represents by far his most ambitious project.

Turner Broadcasting, in which Mr Turner holds a controlling stake of around 60 per cent, is already highly geared, with \$175m of long-term debt at the end of September last year against \$26.5m in shareholders' equity. The company operates the "superstation" WTBS television station out of Atlanta, runs CNN, a 24-hour-a-day cable news service, and owns the Atlanta Braves baseball team. It has a cheque book of net earnings of \$4.8bn.

Mr Turner said yesterday that he intended to file suit against CBS to challenge the legality of the anti-takeover defences.

Decline at ABC, Page 17



## EUROPEAN NEWS

## Independent nuclear strike force 'still a credible deterrent'

BY DAVID MARSH IN PARIS

NESTLING like a beached whale in dry dock a mile or so across the water from white-washed cottages on the Brittany mainland, Le Foudroyant ('Thunderbolt'), France's third ballistic missile-carrying nuclear submarine, carries destructive power roughly equivalent to 1,000 times the bomb which wiped out Hiroshima.

The 13-year-old vessel, black, 140 yards long and terrible-looking, is being checked over by an army of mechanics and maintenance men as part of a regular three-week programme before it goes to sea again shortly to resume its 60-day patrols.

France regularly lays on tours of its submarine bases for foreign journalists and other visitors. The aim is part of the psychology of deterrence. It is to show that France's costly independent nuclear strike force, of which the submarine component is now by far the most important, represents a credible threat to dissuade aggression—despite the increasing pace of nuclear weapons advances by the U.S. and the Soviet Union.

Vice-Admiral Alain Coataeau, who has just taken over as overall commander of France's strategic submarine force based at the Ille Longue peninsula near Brest, insists: "The credibility of our force resides in its technology."

France's sixth and latest missile-carrying nuclear submarine (SNLE), L'Inflexible, which has entered into operational service this month, is the first to carry 16 4,500-km range, M4 multiple-warhead missiles. Le Foudroyant carries the same number of older 3,000-km range, single-warhead M20 mis-

siles, each packing a punch of megatonnes.

Le Foudroyant, like three of the other four older submarines in the force, is to be equipped with the M4 over the next few years. This is part of a schedule of refits which assures a permanent presence of three submarines at sea—significantly higher than that allowed by Britain's four-boat Polaris force.

Later, in the 1990s, a new generation of 15,000-tonne French submarines is to be built (nearly double the size of the present fleet of 8,000-tonne surface displacement). Very little has so far been revealed about the design—and the cost. Each boat in the present fleet, including missiles and warheads, is estimated to have cost FF 6m to FF 7m (US\$450m to \$580m).

Admiral Coataeau brushed off risks to the credibility of the submarine force both from futuristic progress in anti-missile defences and also from current advances in anti-submarine warfare.

"We are making constant efforts to cut noise—to gain a few decibels here and there," he says. Despite efforts by both the Russians and the Americans to improve acoustic detection methods—and also to investigate other ways of tracking submarine electro-magnetically or through infra-red—Admiral Coataeau says the French submarines will remain invulnerable for several decades."

French officers admit that France may be four to five years behind the Americans in developing acoustic-damping technology—but they claim still to have a lead of several years over the Russians.

## France threatens nuclear reply to chemical attack

BY PAUL BETTS IN PARIS

FRANCE DOES not rule out the use of nuclear weapons to counter a chemical attack on what it considers its vital interests, M Charles Hernu, the French Defence Minister, suggested on television last night.

He was speaking at the end of a special programme on the risks of a world war presented by the popular French singer and actor, Yves Montand. Last year, M Montand hosted a similar television programme on the world economic crisis.

M Hernu's remarks appear essentially designed to answer criticism in France about the role of the French force de

frappe, or nuclear deterrent.

In the past 12 months, several defence experts, including a former air force general, have criticised France's decision to give priority in defence policy to strengthening the country's nuclear deterrent at the expense of its conventional armaments.

The argument is that the nuclear deterrent only serves to deter a nuclear war. However, these critics believe that the real danger for Western Europe and France comes more from an attack from the Soviet Union using conventional or chemical weapons from a nuclear attack.

## EEC arms chiefs to attempt jet accord

BY BRIDGET BLOOM IN GUTENBACH

EUROPEAN governments and aerospace industries will attempt during the next month to resolve differences over their plans to produce jointly a new European fighter aircraft for the 1990s.

A meeting of armaments directors of the five nations involved in the aircraft project takes place in Madrid this morning. It is one of six top level discussions which culminates in a meeting of defence ministers of Britain, Italy and Spain in Rome on May 16.

Last week, the chief executives of British Aerospace, the French company Dassault-Breguet, and West Germany's Messerschmitt-Bölkow-Blohm met in Bonn, only a week after a meeting between the defence ministers of Britain and France.

At the centre of the discussions are attempts to resolve differences over the nature of the aircraft to be produced, as well as how the project should be managed and work shared between the national industries. More than 800 aircraft and investment of \$1bn-\$1.5bn could be involved in what would be the biggest-ever European collaborative venture in defence. The new aircraft principally would replace the present Jaguars and Phantoms in service with the five countries.

The armaments directors will today try to reconcile two distinct proposals for the aircraft which have been produced in the feasibility studies conducted by the five industries. France is the odd country out, having produced a "miniature" study while Britain argues that a under-powered aircraft that might be maximised for export but would not meet the threat in Northern Europe. The British position was endorsed in the second feasibility study by West Germany, Italy and Spain.

However, officials say questions of design leadership and work-sharing have not been formally addressed since ministers agreed in outline last year that, while the five industries would share out production work according to the number of aircraft each country ordered, development costs would be apportioned so that France, the UK and Germany each took 25 per cent with Italy and Spain dividing the remaining quarter.

## Bundesbank warning on Euronote financing

BY JONATHAN CARR IN FRANKFURT

THE West German Bundesbank has issued a sharp warning of the risks involved in the proliferation of new financial instruments, including Euronotes, emerging on international markets.

In its annual report released today the central bank said the problems arising from innovations like Revolving Underwriting Facilities (RUFs) and Note Issuance Facilities (NIFs) should not be underestimated.

Such instruments, along with other relative novelties like currency swaps, tended to blur the line between short- and long-term financing and loaded big interest risks on the part of the borrower, the Bundesbank said.

It added that banks using the facilities faced the danger that they might have to make good their credit guarantees just as the moment when the borrower's status was in question and no one else would lend.

The Bundesbank does not go as far as the Bank of England, which earlier this month announced tough new accounting standards to ensure that banks involved in Euronote business have adequate capital cover.

Previously banks had been able to treat commitments arising from such business as "off-balance sheet" items which did not require capital backing.

However, the Bundesbank does stress that precisely because so many financial innovations make their impact "off-balance sheet" it is hard, if not impossible, to gain a proper overview of the market.

Accordingly it proposes that there be a drive to gain more information about the time of the official efforts made in recent years to gather details of international bank lending and debt.

The Bundesbank is encouraging further liberalisation of the German capital market, and is ready to tolerate some financial instruments—like variable interest rates and zero coupon bonds—which it previously frowned on.

But its latest comments underline its deep scepticism of the value of many international financial innovations—a view also held by many German commercial banks.

## Decision on Superphenix N-plant set for June

BY DAVID MARSH IN PARIS

A DECISION is likely in June on whether to postpone again the entry into service of the controversial FF 20bn Superphenix fast breeder reactor.

M Boris Saitsevsky, chairman of Nersa, a consortium of European utilities responsible for building the plant in which Electricité de France has a 51 per cent stake, said yesterday that work was going on to adjust flows of liquid sodium in the reactor vessel following the discovery of unexpectedly high vibrations in the cooling system earlier this year.

The vibrations—in pieces of equipment which deflect flows of sodium from one part of the cooling system to another—are of the order of several millimetres every three seconds. If they have been of crucial significance, over the past few months, in raising further doubts about the future of the world's largest commercial fast breeder project, which has already faced considerable hold-ups for technical and economic reasons.

Fast breeders, which burn a mixture of plutonium and depleted uranium normally discarded by the nuclear industry, allow considerable savings of enriched uranium compared

with thermal nuclear reactors. But their economics have been undermined seriously by the sharp slowdown in world nuclear construction in recent years and by a growing surplus of enriched uranium.

The 1,200 MW Superphenix, under construction for more than a decade at Creys-Malville in the Rhône Valley, is scheduled to go critical in August or September and to start producing electricity at the end of the year. Full scale operation is envisaged in mid-1986.

M Saitsevsky said it was still not clear whether the schedule would be put back because of the vibrations, but the situation would be clarified by June after further efforts to determine the mechanics of the sodium flow.

He stressed that loading of the core would only go ahead if an acceptable solution had been found. The difficulty was more of economics than of safety. Vibration-induced metal fatigue in reactor parts would considerably cut the plant's operating life.

Superphenix is being financed by utilities in France, West Germany, Italy, Belgium, the Netherlands, and to a very small extent, Britain,

## EEC earmarks £131m for Ethiopia aid

By Paul Cheeswright in Brussels

THE EEC is assigning Ecu 230m (£131m) to help finance Ethiopia's development over the next five years. Sig. Lorenz Natali, the commissioner in charge of development, said yesterday.

This sum is independent of other aid which would go to Ethiopia through regional development programmes in Africa or through emergency schemes to help Sri people affected by drought.

Sig. Natali announced this development as within the context of the Third Lome Convention, which is just coming into force. It is a pact linking the EEC to developing countries for both trade and development.

During the period of the Second Lome Convention, the EEC provided Ethiopia with Ecu 111m, but of that sum, most was spent on industrial projects. Under the new convention the priority will be agriculture.

Ethiopia this year needs 1.5m tonnes of food, mainly cereals. So far there have been international commitments to contribute tonnes, he said, in which the Ecu share is 395,000 tonnes and that of the U.S. 400,000 tonnes.

radio and television news bulletins. No newspapers appeared today.

The National Press Federation, representing the journalists' figures, disputes the employers' figures about their claim. But they attach more importance to issues regarding the introduction of new technology.

Italian printers have in principle agreed to let journalists use terminals which connect directly to the typesetting operation. But the journalists say the newspaper owners are planning to exclude them from the rule in planning the introduction of the new technology and are preparing to make adequate provisions for the treatment of stress caused by the new technology.

Other victims of the dispute would have been the Prince and Princess of Wales who today begin a 17 day tour of Italy which will take them all round the peninsula.

The Italian publishers' federation has said that the journalists' demands would actually cost them 55 per cent more.

Sig. Miceli said that grounds for productive negotiations had been identified after he had talked with both sides in the dispute.

The first day of the strike yesterday blacked out news agencies and

radio and television news bulletins.

No newspapers appeared today.

The National Press Federation, representing the journalists' figures, disputes the employers' figures about their claim. But they attach more importance to issues regarding the introduction of new technology.

Italian printers have in principle agreed to let journalists use terminals which connect directly to the typesetting operation. But the journalists say the newspaper owners are planning to exclude them from the rule in planning the introduction of the new technology and are preparing to make adequate provisions for the treatment of stress caused by the new technology.

Other victims of the dispute would have been the Prince and Princess of Wales who today begin a 17 day tour of Italy which will take them all round the peninsula.

The Italian publishers' federation has said that the journalists' demands would actually cost them 55 per cent more.

Sig. Miceli said that grounds for productive negotiations had been identified after he had talked with both sides in the dispute.

The first day of the strike yesterday blacked out news agencies and



**When you fly to Zimbabwe, fly with someone who knows their business.**

Zimbabwe is rapidly becoming one of Africa's major commercial centres. But when you venture into this market, it'll pay to have some local knowledge. Start with our airline, Air Zimbabwe. A wholly Zimbabwean enterprise, Air Zimbabwe puts you in the Zimbabwean business picture from the right times in the right frame of mind. With connections to other major centres in Central and Southern Africa. We don't just take you to Zimbabwe. We stay with you too.

**air  
zimbabwe**  
...fast and friendly

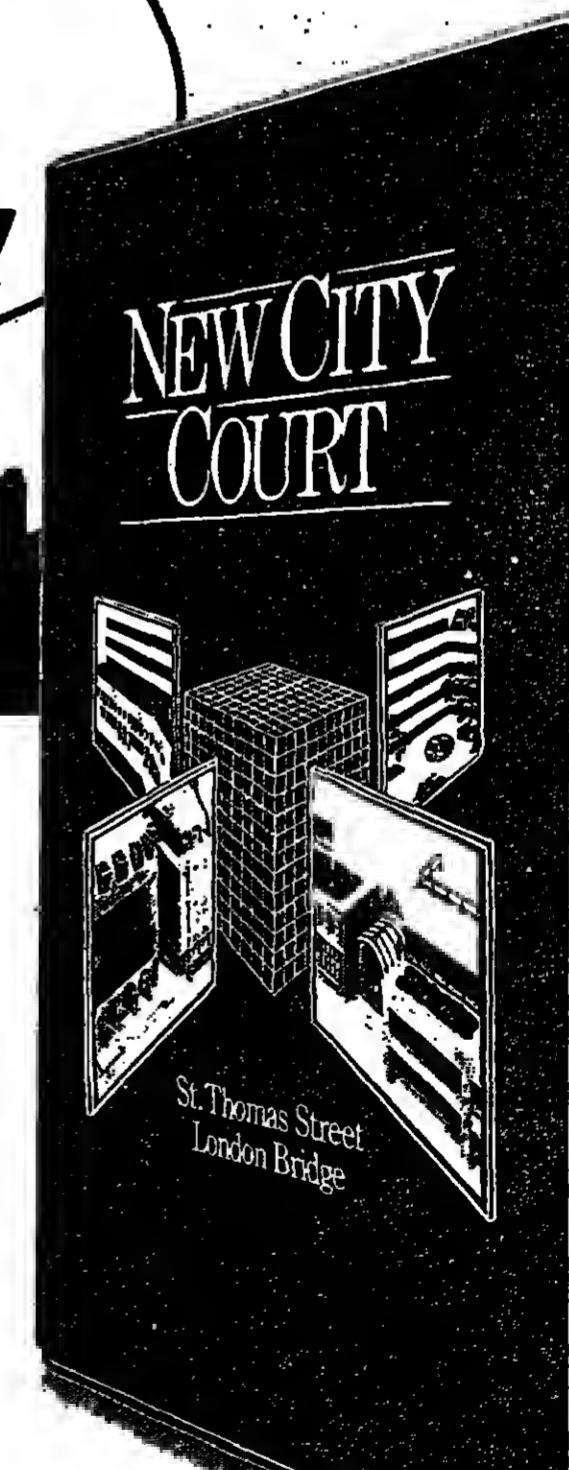
PHONE NUMBER 10350

**130,000 SQ.FT.  
- NOW PULL  
YOUR FIRM  
TOGETHER!**

Expanding City companies who have grown into the offices next door, over the road and round the corner can now regroup profitably in a unique working location just three minutes from the Bank.

The brand new office complex is New City Court, right next to London Bridge Station and with fully air conditioned, modern office space to City of London standards.

The New City Court video pulls the whole exciting story together and it's yours, free on request when you call either number below.



**CALL EITHER OF  
THE NUMBERS BELOW  
FOR THIS FREE VIDEO CASSETTE.**

A development by Chesterfield Properties plc and Lovell Developments Ltd.

JOINT  
LETTING  
AGENTS

**Edward Erdman**  
23 College Hill  
London EC4  
01-236 3611

**Herring Son & Daw**  
74/75 Watling Street  
London EC4  
01-248 9743

## OVERSEAS NEWS

### Karami visits Syria to discuss Beirut's latest political crisis

BY NORA BOUSTANY IN BEIRUT

MR RASHID KARAMI, who resigned as Prime Minister of Lebanon on Wednesday, went to Damascus yesterday for talks with the Syrian leadership. His decision to quit followed 15 hours of street battles in West Beirut during which the Shia Moslem Amal militia, backed by Druze fighters, overcame resistance from the Sunni Moslem Mourabitoun militia, supported by Palestinians.

Mr Karami has agreed to stay on as caretaker premier, but the collapse of the Government of National Unity came as a serious blow to Syrian attempts to impose its own settlement on Lebanon's warring factions.

Syrian-sponsored newspapers yesterday laid the blame for the fighting in Beirut at the doorstep of Mr Yasser Arafat, chairman of the Palestine Liberation Organisation, "and his stooges". They did not make detailed charges against Mr Arafat, but hostility in Damascus towards the PLO leader has intensified as a result of his joint peace moves with King Hussein of Jordan.

Pro-Syrian militias and factions dominated by Amal yesterday jointly agreed with the Druze fighters headed by Mr Walid Jumblat to form a strike force of up to 500 men

### Sudanese guerrillas in peace initiative

By Michael Holman in Khartoum

THE SOUTHERN Sudan guerrilla leader Col John Garang, is due in Khartoum shortly for talks with the country's military leader, Gen Abdur-Rahman Swarreddahab, what is regarded as a major breakthrough in efforts to end the rebellion in the south.

The ruling military council said last night that Col Garang, leader of the Sudan Peoples Liberation Army, was due to arrive in Khartoum from the Ethiopian capital of Addis Ababa within the next 48 hours.

"He will meet with the general maybe Friday or Saturday," said the council. The meeting is the outcome of recent talks in Addis Ababa between Col Garang and a delegation sent by the military council.

In his initial response to the coup which overthrew President Jaafar Numeiri, Col Garang was highly critical of the new military regime, saying that it was "the same regime but without Numeiri." But a series of concessionary gestures by the military have apparently paved the way for direct talks.

Col Garang has already been offered a place in the new Government, and earlier this week Gen Swarreddahab said that the military council had repeated the two-year-old division of the south into three administrative regions, seen by southerners as an attempt to divide and rule.

Meanwhile, a rebel group fighting for renewal of southern autonomy said it had resumed military operations against government troops after a week-long ceasefire in the south, Al reports from Nairobi.

In a radio broadcast monitored in the Kenyan capital, the Sudan People's Liberation Army (SPLA) said its forces attacked a government garrison on Wednesday, killing 22 troops and wounding nine.

The broadcast, from Ethiopia which supports the rebels, gave no further details and independent verification of the attack was not possible. The renewed operations, the broadcast said, followed the failure of the "generals in Khartoum's hand over power to the people."

In an April 9 broadcast, Col Garang issued an ultimatum to the new Government to "immediately transfer power to the people within seven days from today."

Mr Lee Min-Woo, leader of the New Korea Democratic Party

BY DAI HAYWARD IN WELLINGTON

REACTION to the New Zealand rugby authorities' decision to go ahead with the July tour of the national side to South Africa was immediate and widespread: an arson attack on a rugby club building, a staff strike at the hotel where the country's rugby councillors are staying for their annual meeting, the provision of immediate police protection for the councillors, their homes and business premises, and various protest meetings and marches.

Both Prime Minister Mr David Lange and Deputy Prime Minister Mr Geoffrey Palmer have encouraged peaceful public protest against Wednesday's decision by the New Zealand Rugby Union as the only way to persuade it to cancel the tour.

The feeling, however, is that the tour will now only be cancelled if the lives of the national side, the All Blacks, are seen to be in danger. Union chairman Mr Ces Blazey hinted yesterday

that he might reconsider if that were the case.

Meanwhile, the New Zealand police yesterday implemented a big security operation to safeguard the councillors, rugby clubs and major stadiums. Police leave has been cancelled for the duration of the planned tour.

There were protest marches in all New Zealand's major cities yesterday and scathing criticism of the decision came from most major newspapers as well as from

government and church leaders, teachers' organisations and trade unions.

The Auckland Union has said it stands to lose NZ\$100,000 (£55,900) in sponsorship from companies which had withdrawn commitments until the tour decision was made.

• Four of the seven Australian test cricketers who signed contracts to tour South Africa in November have withdrawn. The tour organiser said yesterday. Reuter reports

### Pakistan likely to face \$1bn deficit

By Mohammad Afzal in Islamabad

Pakistan's new civilian Cabinet is likely to face a balance of payments deficit of more than \$1bn (£757m) this year, underscoring the country's deepening problems and the need for economic reform.

The rapid fall in the rupee's foreign exchange value, a significant slowing in workers remittances from the Middle East and the failure to meet export and import targets are the main causes of the worsening situation.

The country's problems are compounded by its rising foreign debt burden. Pakistan has foreign debts of \$21bn, costing more than \$900m to service in the unusual year to June.

Rewmittances from overseas Pakistanis, who work mainly in the Middle East, have fallen by 14 per cent this year compared with 1983-84.

Exports lagged behind by 14 per cent in the first nine months of 1984-85 compared with the same period the previous year, while imports rose sharply.

The 1984-85 wheat harvest is estimated by the Food and Agriculture Ministry to be around 2m tonnes less than the production target of 13.3m tonnes. That will force the country to import around 2m tonnes, "to maintain a comfortable reserve."

A chronic power shortage across most parts of the country has hit the farm belt already suffering from a six-month long drought.

Mr Mohammad Khan Junejo, the new Prime Minister, has said that the present serious shortage of electricity will receive "top priority" of the government. A crash plan to augment hydro-based power production, hit by severe drought and poor management, will be discussed in Cabinet next week.

### Karachi calm

KARACHI - Security forces regained full control of the city yesterday after three days of rioting that left 10 people dead. Pakistani army forces and riot police continued to mount strong patrols around the city and soldiers manned machine gun posts at strategic points, but the authorities reported no new rioting. Agencies

Steven B. Butler reports on efforts to reform South Korea's constitution

### Seoul opposition pushes for power



February's election showed that there is a national consensus for revision of the Constitution, according to Mr Lee Min-Woo, left, leader of the opposition New Korea Democratic Party. This is something on which not a single step of compromise is possible as far as the opposition is concerned, he says.

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

Speaking sarcastically of the recent calls for dialogue by Mr

Roh Tae-Woo, a close confidant of the President and chairman of the opposition New Korea Democratic Party, has called for constitutional revision. He has also called for the formation of a caretaker Government to elect a new President. While the demand is new, its appearance in the local press last month caused a sensation and led to its being formally adopted as party policy.

The opposition party responded with bellicosity but then backed away, but only slightly, saying that the opposition had indicated that it accepted the legitimacy of the current system.

Mr Lee denies this. We have never said that we accept the legitimacy of this military Government, he said.

# British Caledonian will take you to New York in two taxis and a double-decker.



We'll pick you up at your home or office and drive you straight to the airport.

## British Caledonian

Across the Atlantic you'll be pampered by Caledonian Girls in our roomy 747 Jumbo.\*



We'll meet you at JFK and drive you to your hotel or office in Manhattan.

May 1st sees the start of a unique new service from British Caledonian: New York door-to-door.

The service is for First and Super Executive passengers, and all the extras are included in the fare.

We'll pick you up from your home or office anywhere within 40 miles of Gatwick.

We'll also pick you up within 20 miles of the airports at Glasgow, Edinburgh, Manchester or Birmingham, just as long as you're connecting with our New York service via British Caledonian Commuter.

(If you'd like to be picked up from further afield, we'll be happy to do so for a small excess mileage charge.)

Naturally, the transport will be in keeping with British Caledonian's reputation for comfort.

If you're flying Super Executive you can expect a Volvo 740 or an Audi 100, or a similar large saloon.

If you're flying First Class you can look forward to the comfort of a chauffeur driven limousine.

At the other end there'll be limos for both First and Super Executive passengers, to take you right to your destination in Manhattan.

Or, if you prefer, you can take the helicopter to a choice of four destinations: central Manhattan, The World Trade Center, Newark or La Guardia.

(That way you'll really get there chop chop.)

British Caledonian's New York flights depart Gatwick daily at 11.30, arriving 14.10.

Coming back, they depart JFK at 20.00, arriving

07.40 - with the same door-to-door service both ends.

If you'd like to know more, simply send the coupon.

And within a few days you'll see a Guide to our New York door-to-door service on your doormat.

To: Mrs Lynn Hill, British Caledonian Airways, FREEPOST, Caledonian House, Crawley, W. Sussex RH10 2ZB. Please send me details of your New York door-to-door service.

Mr/Mrs/Miss \_\_\_\_\_

Position in Company \_\_\_\_\_

Company Address \_\_\_\_\_

FT4

Postcode \_\_\_\_\_

Tick the box for details of World of Business Travel  Chieftain Club

**British Caledonian**  
We never forget you have a choice.

## AMERICAN NEWS

**Reagan rubs raw nerves in Europe**

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

**PREPARATIONS** for President Ronald Reagan's 10-day trip to Western Europe next month are fast deteriorating into a public relations fiasco, from which Mr Reagan will need all his astute political skills to extricate himself.

In a series of mix-ups, misjudgements and sudden schedule changes, the White House has already succeeded in rubbing raw nerves in Bonn, offending President François Mitterrand of France and irritating the Spanish Government. Only Portugal, the fourth and final country on the May 1-10 itinerary, seems so far to have been untouched by the confusion.

At home, Mr Reagan's wavering over a proposed visit to a Nazi concentration camp and his decision to lay a wreath at a German war cemetery have bitterly antagonised American Jewish leaders and war veterans. The American media is asking whether he has not finally lost his magic touch as "the great communicator."

While most of the public furor has focused on the German war graves, Mr Mitterrand is understood to be quietly fuming over the way in which arrangements were made for Mr Reagan's day trip to Strasbourg to address the European

Parliament on May 8, the 40th anniversary of VE day.

The White House declined an invitation by M. Mitterrand to include a visit to Paris, and then told the French that Mr Reagan could not attend a dinner, even though a lunch with M. Mitterrand in Strasbourg. Lunch had already been arranged with the centre-right M. Pierre Pélissier, the president of the European parliament and a former mayor of Strasbourg, one of M. Mitterrand's long-time political foes.

M. Mitterrand, who had earlier offered to make himself available in any way the White House thought suitable, has angrily washed his hands of the Strasbourg affair. Although he appears not to be annoyed with Mr Reagan personally, he is galling as he went to great inconvenience to accommodate Mr. Reagan's wishes during the 40th anniversary of D-Day cemeteries in Normandy.

The question is: Mr. Reagan should deliver a forward-looking unifying address to the Parliament on May 8 is seen in Washington as perhaps the only felicitous touch of the arrangements so far. It meant, however, bringing forward the original date of Mr. Reagan's visit to

**Contras aid package suffers triple blow**

BY HUGH O'SHAUGHNESSY, LATIN AMERICA CORRESPONDENT

**THE** Reagan Administration's drive to obtain Congressional support for the counter-revolutionaries has suffered three reverses. The President is, however, considering whether to make a major televised speech at the weekend which would force Congress to pass legislation to vote a \$14m (£10.8m) grant to

the counter-revolutionaries.

President Luis Alberto Monge of Costa Rica announced on Wednesday that he was reverting to his stand of support for US aid to the counter-revolutionaries. Speaking in San José, President Monge said: "The \$14m should be used for humanitarian purposes and not for military aid."

In Washington the bipartisan

Arms Control and Foreign Policy Caucus of the U.S. Congress yesterday published a report pointing out that 46 of the top 48 positions in the command structure of the FDN, the main Nicaraguan counter-revolutionary force, were occupied by National Guardsmen of the former Somosa dictatorship.

In a third development the Vatican issued a written state-

ment denying President

Mr. Bell's claim that the company's chief concern about the health and welfare of the surviving victims of the Bhopal gas leak tragedy and recognises the importance of immediate interim relief."

Union Carbide results, Page 17

**Union Carbide increases relief fund**

By Paul Taylor in New York

**UNION CARBIDE**, the U.S. chemicals group at the centre of the controversy over the Bhopal, India, toxic gas disaster which killed over 2,000 people, yesterday agreed with a New York judge's decision that it make an immediate payment of \$3m (£2.9m) payment to victims of the tragedy.

The grisly choice, expected to be announced shortly in Washington, lies essentially between Dachau near Munich and Bergen Belsen near Hannover. More important, however, the embarrassing fashion in which this last minute addition has been forced upon the official programme has placed the Chancellor's judgment and sensitivity in a most unfattering light.

Herr Franz Josef Strauss, the Bavarian leader of the CSU, the allies of Herr Kohl in Government, last night publicly complained that the affair had been "very clumsily handled" by the Bonn side. The opposition Social Democrats have accused the Chancellor of seriously damaging Germany's international prestige.

It is now clear that cancellation of the Bithburg ceremony would deeply offend the West Germans, while to go ahead will infuriate American Jews and Veterans.

Most of the blame for the fiasco in Washington is falling squarely on Mr Michael Deaver, the outgoing White House aide



Gen Jorge Videla, centre, first leader of the Junta after the 1976 coup, flanked by his successors

Gen Roberto Viola, left, and Gen Leopoldo Galtieri, right, last of the line

**Argentina puts its former leaders in the dock**

By JIMMY BURNS IN BUENOS AIRES

"THIS IS a political trial in which the outcome is already known," the accused will be condemned, not because they are the most guilty but because they are a political necessity."

Thus a prominent local lawyer describes the trial, beginning on Monday, of former Presidents Jorge Videla,

Roberto Viola and Leopoldo Galtieri, three admirals, and three brigadier generals who formed the military Junta which ruled Argentina from

1976 to 1982.

The trial will be a court

martial.

The charges are of

torture,

murder,

robbery,

and

falsification of public

documents.

The defendants

are facing sentences of 25 years to life.

The trial's political ramifications appear limitless. Prosecution witnesses will include relatives and junior officers but evidence will also be provided by such foreign governments as France, Sweden and the U.S., which have been closely involved with Argentine human rights.

The defence, meanwhile, will produce tape recordings exposing the collaboration of politicians, bishops, trade unionists and newspaper editors. It will also point to the activity of Dr Julio Strassera, the main prosecutor, as a judge during the former military régime when, like most of his profession, he refused to investigate cases of alleged disappearances.

If the trial had to go on with procedures, there is little doubt that it would run as speedily as other court martial, and as certain of fair judgment as any other case going before the courts.

However, for the first time in Argentine history, the court martial's six-man jury will comprise not military men but civilians. Those in the dock, moreover, belong to a sector of Argentine society which has enjoyed virtually unassailable status since the 1930 military coup first entrenched the armed forces in politics.

The fact that senior members of the armed forces are being prosecuted on charges previously applied only to civilians hints at the heart of the matter.

The coming trial will undoubtedly highlight two completely different concepts of Argentine society.

For the upholders of

democracy, the Junta are responsible for having ordered and approved the repression that led to the "disappearance" of over 8,000 Argentines following the 1976 coup. They say that, in their disregard for life and property, and their conviction that the end justified the means, the Junta behaved like common criminals or terrorists and, thus, deserve to be punished accordingly.

The military and civilian right-wing extremists believe the Junta deserved like true patriots, defending Western values from the threat of Marxist revolution by waging anti-Christs posing as terrorists.

They insist that it was they, not President Raul Alfonsin, who ensured an eventual return to democratic rule.

The defence first entered public debate in Argentina thanks to President Alfonsin's election victory in December 1983. Sr Alfonsin, himself an active human rights campaigner during the military regime, took less than a week to set in motion one of his key electoral pledges by ordering the court martial of the Junta. He subsequently endorsed the Sabato Commission's official investigation into the fate of the "desaparecidos," those who vanished, presumed killed, during the Junta's rule.

The President was conscious of the need to curb demands

for vengeance and to do with the military in a way which would not provoke serious unrest.

But he miscalculated in believing that the Falklands debacle and his own convincing election victory would nudge the military towards a key electoral pledge by ordering the court martial of the Junta.

He divided between those who

condemn the Junta and those

who believed that the nation is in

more acute in recent weeks. On

Wednesday, the ruling Radical Party took the unprecedented step of publishing a full-page communiqué in all the national newspapers denouncing an alleged campaign of destabilisation.

Dr Strassera has vehemently denied that he wants to bring the court into a political theatre, but his public outbursts against the Junta has earned him little respect as a professional seeker after objective truth and justice. The defence has similarly expressed its

viction that the trials have no real legal basis, charging the Government and its "left-wing allies" for having the case brought at all.

Dr Strassera plans to concentrate on 700 cases, a cross-section of the 8,000 odd already processed by the Sabato Commission, human rights groups and civilian courts. They represent Argentines both geographically and socially, with victims ranging from journalists to priests, from the Andes to Tierra del Fuego.

Dr Strassera admits he has no specific evidence that the Junta actually ordered, let alone participated in, torture, looting and murder. But he will argue that the coincidence of the cases presented with decrees ordering the stamping out of "subversion" makes the former military leaders responsible.

The defence will present captured pamphlets and affidavits suggesting violence both before and after the coup was promoted as part of a conscious attempt by international terrorism to subvert Western democracies.

Government officials insist

that the fact that Monday's trial is taking place shows the extent to which Argentine society has changed. Not only are civilians acting out their stonement, but the military high command is allowing them to do so.

This, however, understates the complexity of the matter.

The military chiefs, whom the Government likes to consider politically moderate, appear to have accepted the trial less out of conviction than out of political expediency.

They have reluctantly accepted that the Junta are necessary scapegoats if the human rights issue is to be defused. Neither the present chiefs nor the more hardened junior officers seem to be any nearer to accepting that what occurred after 1976 was morally wrong. On the contrary, they expect President Alfonsin to desist from further show trials against an estimated 600 other officers whom human rights groups claim should also bear responsibility.

Monday's trial may yet turn

out to be one of the most severe judgments of any society since Nuremberg. It is unlikely to be as conclusive, but it is as politically crucial, none the less.

**Doubts about World Bank's funding may be removed today**

By STEWART FLEMING IN WASHINGTON

SOME of the doubts surrounding the future role and financing of the World Bank, the Washington-based development institution which plays a key role in providing financial and advice to developing countries could be resolved today when the meetings of the development and interim committees of the Bank and the International Monetary Fund draw to a close.

Until a few months ago it

was confidently predicted that

this week would see firm foundations laid for a major increase in the financial resources

of the Bank, a step which

it has been argued could help to blunt criticism levelled at the industrial countries that they

are not doing enough to help to revive Third World growth.

Then, at the end of last year,

the Bank's management dropped a bombshell on the representatives of the 148 governments

who own the institution.

At a time when deeply indebted developing countries

are crying out for money, Mr Tom Clausen, the Bank's president, was forced to confess that the development assembly

had been unable to agree on a

new lending target for 1985.

That revelation provoked an

angry debate about the Bank's

activities and cast another

shadow over the size and the

timing of the increase in capital

it says it needs.

At a stroke it provided

ammunition for those, in par-

ticular the U.S., who have been

arguing that no wise

time for a big boost in Bank

resources. They can now argue convincingly that if the Bank is not even able to meet its current lending targets its need for more capital cannot be that urgent.

It is partly because of this

background that the final com-

municiqué of this week's meetings

is being anxiously awaited to

see whether government's have

approved the bank's blueprint

for its future role and have

given the go ahead for detailed work on defining its capital needs.

The Bank has made it clear

that the conditions in which it

will be working in the rest of

the 1980s and 1990s are

markedly different from those of a decade ago. Above all the

Third World debt crisis and the

budget problems of industrial

countries mean that develop-

ment funds will be scarce. To

ensure that countries use their

resources more efficiently, the

bank will be putting heavy

emphasis on lending only when

it is convinced that money will be used effectively.

This shift has already made

the relationship between the

Bank and its borrowers much

more complicated, not to say

fraught. Many borrowing

countries are far from happy

with the idea that a group of

international civil servants are

going to become more involved

in monitoring sensitive political

decisions.

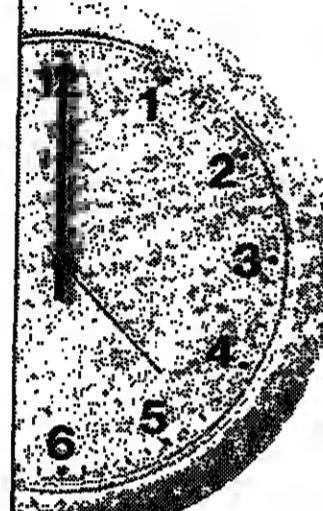
The Bank has made it clear

that the shift towards

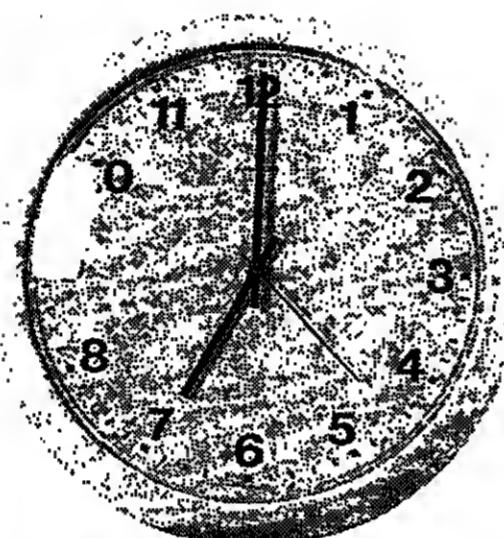
stricter monitoring of the

# SH /

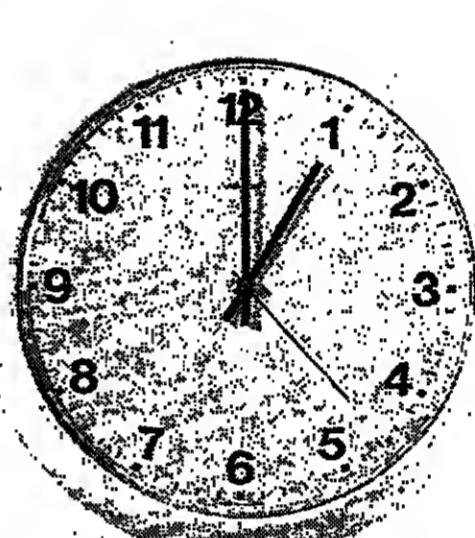
# How to be everywhere at once



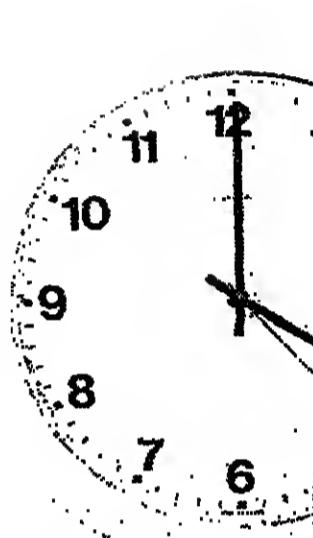
LONDON



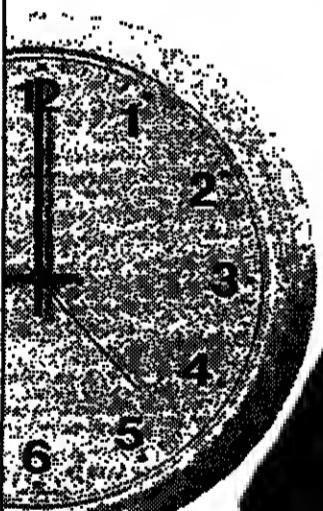
NEW YORK



FRANKFURT



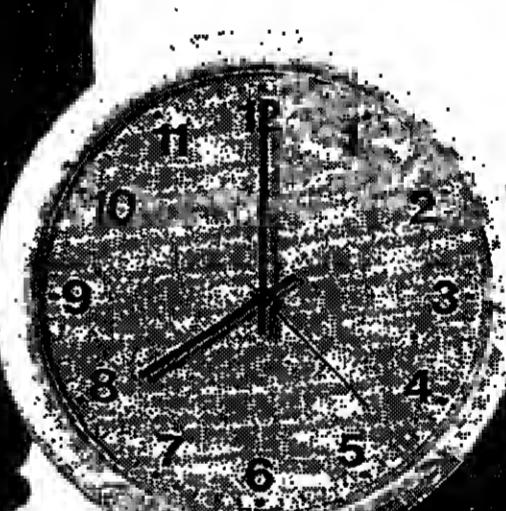
SAN FRANCISCO



TOKYO



HONG KONG



SYDNEY

**M**ost people are aware that Nixdorf is one of the largest and fastest-growing computer companies in Europe.

But what is more important is the fact that Nixdorf computers are operating in networks in every international city in the world. Which means that no matter where you sit at a Nixdorf computer, you can be in any important city in the world within a few hundredths of a second.

And you can be there in a very sophisticated way. Nixdorf computer sys-

tems are creating solutions for huge international companies with far-flung branches in places you might think of as remote. And we offer software designed to meet the requirements of managers at the local level, while providing head-office management with up-to-date data and information. Our systems are custom-designed to meet each company's needs and the diverse needs of different local offices. The local offices get truly powerful stand-alone computer technology, and vital communications with head

office are never broken. Nixdorf network systems have earned us a reputation all over the world for reliability, security, service, and the kind of support our customers demand, wherever they do business.

So, if your company could use a computer network that is local, international, decentralized, and instantaneous, give us a call.

And the very next time you see a bank of clocks on the wall showing the time in major cities of the world, remember — Nixdorf is in all of those places.

Nixdorf Computer AG  
Fürstenallee 7, 4790 Paderborn  
West Germany

Nixdorf Computer Ltd.  
125-135 Staines Road, Hounslow  
Middlesex TW3 3JB, England

**NIXDORF**  
**COMPUTER**

## UK NEWS

## Employment alliance dismissed as irrelevant

BY PETER RIDDOCK AND IAN OWEN

THE GOVERNMENT yesterday brushed aside the formation of a new Employment Institute, which will examine the causes of unemployment and put forward possible solutions.

At the same time the Government loudly proclaimed the latest figures showing an increase in employment of more than 600,000 in the past two years.

The new body, to be formally launched in a few weeks' time, has the backing of an all-party group of senior politicians, together with industrialists, trade unionists and churchmen.

In the House of Commons, Mrs Margaret Thatcher, Prime Minister, said there were no "simplistic solutions." She insisted that the creation of "more genuine jobs," pointed out that the UK was the only leading European country in which employment was increasing.

Mrs Thatcher said that if the increase in employment since March 1983 of 618,000 had been forecast, no one would have believed it. She added that the proportion of the population of working age in employment was higher in the UK than in West Germany, France or

Italy, and was equal to that in the US.

Ministers were generally dismissing the new employment institute as an irrelevant body that could produce no new ideas.

Its formation was most enthusiastically welcomed by Mr David Steel, the Liberal leader, and Dr David Owen, the Social Democratic leader, while a more cautious reception was given by Mr Roy Hattersley, the Labour deputy leader.

He said it might make an important contribution to the consensus against the Government and, while

he personally did not wish to take part, he welcomed the move.

Mr Hattersley also disputed government figures on employment, pointing out that more than half the jobs were part-time and over half were for the self-employed. He added that the number of males in full-time employment had dropped by 143,000 over the period.

The new employment institute will have Sir Richard O'Brien, the former chairman of the Manpower Services Commission, as chairman of its trustees. The vice-chairman will include Sir Ian Gilmore, the former Cabinet minister, Mrs Shir-

ley Williams, the Social Democrat president, and Mr Michael Meacher, Labour's social services spokesman.

Members of the 100-strong council are expected to include Mr James Callaghan, Lord Wilson, Mr Denis Healey, Mr James Prior and Sir Douglas Wass, the former Permanent Secretary to the Treasury.

There was some disagreement yesterday among the participants about the exact nature of the exercise. Some sponsors, both Conservative and Labour, regard the institute as primarily a research body which would look at the nature of

the unemployment issue.

Mr Steel said the formation of an all-party and non-party group would focus public and government attention on reducing the levels of waste through unemployment.

Sir Richard O'Brien commented yesterday that the institute was not a political party but aimed to publish "specific and practical ideas and suggestions for action." He noted that the Government would not be compelled to adopt them, "but we have very weighty and authoritative support in all walks of life so we think the Government will have to pay attention to what we say."

## Efficiency drive aids R-R engine business to reach £26m pre-tax

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

ROLLS-ROYCE, the state-owned aerospace manufacturer, achieved a dramatic turnaround in its business last year, with pre-tax profits of £26m against a loss of £14m in 1983.

This is the first pre-tax profit for Rolls-Royce since 1981, when it earned £18m pre-tax. The attributable (bottom-line) profit after all deductions in 1984 was £20m, the first such profit since 1976, when it amounted to £7m.

Sir Francis Tombes, chairman, who took over recently following the death of Sir William Duncan, said this improvement stemmed from "increased efficiency at all levels within the company."

"Increased productivity, improved methods and development of computer-aided design have all made notable contributions."

He said that turnover in 1985 was generally expected to remain at about the same level as in 1984 (at about £1.4bn), but some modest growth could be expected in the civil market, "where we will take every marketing opportunity in a civil aviation industry slowly moving out of recession."

Commenting on various elements of the company's business, Sir Francis says in his report that civil business, although better, continues to be slower than might be seen.

Lex Page 16



## Interest free loan plan to aid syndicate

MEMBERS of a Lloyd's insurance syndicate managed by interests of Willis Faber, the large insurance broker, could receive an interest-free loan to help them pay insurance losses of around £20m.

Proposals are being sent out by Willis Faber and its underwriting agent Spicer & White to 250 underwriting members, who have invested in an insurance syndicate under Spicer & White's management. The syndicate, number 895 in the Lloyd's market, has faced mounting losses and allegations of negligence have been made against the agency by syndicate members.

The loan is to be open-ended and determined by the size of the losses. Since underwriting members have paid £10m in claims the agent hopes that a loan of £10m will be sufficient. The size of the loan facility could depend on whether insurance claims continue to fall on the Syndicate.

The arrangements are being discussed with an unnamed bank. Any loan offered will be repayable by underwriting members in return for agreements not to commence litigation for the period of the loan.

Merrett Syndicates, one of the largest underwriting agents in the Lloyd's insurance market, yesterday revealed that 2,500 underwriting members of Lloyd's face losses of nearly £23m. The losses will have to be met by the members, whose affairs are looked after by the Merrett organisation.

□ MONEY SUPPLY, as measured by sterling M3, rose by 1 per cent in March, according to Bank of England statistics released yesterday.

This took its annual growth rate since the start of the Government's 1984/85 target period to 9.9 per cent, at the top of the 8 to 10 per cent range set by the Treasury. It was above the 5 to 9 per cent range set for 1985/86.

The strong growth of sterling M3, largely due to buoyant demand for bank credit, is one of the key reasons for the Government's caution over allowing interest rates to fall rapidly.

□ INDICATORS of activity in the economy one-year ahead fell for the third successive month in March, but Government statistics remain uncertain whether it foreshadows a peak in the present recovery in early 1986.

The Central Statistical Office said yesterday that its longer leading indicator fell to a provisional 103.4 in March (Jan 1980=100) from 104.9 in February and compared with a high of 107.0 in December of last year.

## Computer software

In our report yesterday of a High Court action by five manufacturers of computer software, we reported Mr Thomas Beale, for the companies, as saying that computer software did not have copyright protection.

Mr Beale's exact words were that, unlike the products of the record and video industries, computer software "does not enjoy the certainty of protection of the law of copyright."

There is a strong belief in the industry that software is protected, although there has not yet been a conclusive court ruling to that effect.

A bill designed to give protection - the Copyright (Computer Software) Amendment Bill - is due for a third reading in Parliament today.

## Gold mining companies administered by Anglo American Corporation

All companies are incorporated in the Republic of South Africa

## Orange Free State

Reports of the Directors for the quarter ended March 31 1985

## WESTERN HOLDINGS

Western Holdings Limited

ISSUED CAPITAL: 14 334 376 shares of 50 cents each

Quarter ended Dec. 1984

Quarter ended March 1985

Operating results

Gold milled - 900

Tons milled - 2,274

Yield - 4.4%

Metres - 4,255

Cost/mined - 10.95

JMC - 1,000

JMS - 1,000

JMS (summar)

Slimes delivered -

Head grade -

Metres - 0.05

JMS - 0.01

Metres - 0.43

JMS - 0.45

JMS (summar)

Net profit - 61,000

Profit after taxation and State's share -

Provision for taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

Profit after taxation and State's share of profit -

drive aids  
business  
out presta

## Sales of small TVs in Britain soar by 30%

BY JASON CRISP

BRITAIN is the world's strongest market for small colour televisions. Sales of small TVs soared by 30 per cent to 1.5m last year while demand for large screen televisions declined, according to the British Radio and Electronic Equipment Manufacturers' Association (Brem).

Mr. Byron Davies, chairman of Brem's economic and statistics committee, said that last year Britain had the highest per capita demand for small colour TVs of any large country.

Two years ago the UK could boast it had the world's strongest market for video recorders, but it has now become the first to show a decline.

The latest Brem figures confirm the collapse of the VCR market with sales in 1984 of 1.55m units, against a peak of almost 2.2m the previous year.

The strong demand for small TVs - with screens of up to 16in (40cm) - reflects the growing number of homes buying second sets.

They are typically bought for the kitchen or bedroom or for children, particularly with home computers or video recorders. Demand has al-

so been boosted by falling prices for small colour TVs.

Sales of large-screen colour TVs fell from 2.1m in 1983 to 1.96m last year. This was because nearly 90 per cent of homes have a colour television and the number of first-time owners has been declining sharply over recent years.

In addition, the replacement market fell for the first time last year which reflects the low sales in the mid 1970s and the increasing reliability of TVs.

There was also a small decline in sales of sets with teletext, the broadcast information service, following the removal of capital allowances for the rental industry. There are, however, nearly 2.5m homes with teletext in Britain, far more than any other country.

The rapid trend from large to small TVs has boosted imports since most British television plants only make the larger models.

But Lord Thorneycroft, president of Brem, said yesterday: "It is encouraging to note we exported over 250,000 video recorders worth £76m and 420,000 colour TVs worth nearly £100m, both records for the industry."

## Borrowing overshoot blamed on pit strike

By Philip Stephens

BRITAIN'S public sector borrowing totalled a provisional £10.1bn in the 1984/85 financial year which ended in March, £400m less than the Treasury's forecast in last month's budget, but nearly £3bn higher than its original target.

It was being made clear in Whitehall yesterday that the overshoot was due almost entirely to the miners' strike, which added about £2.75bn to borrowing last year.

Announcement of the figures drew a favourable response in the City of London which had been expecting an outturn of closer to £10.5bn, and it contributed to strong gains for the gilt-edged market.

Officials emphasised that the total is still subject to revision but was below the budget estimate because of a shortfall in projected spending by central government and lower-than-expected outlays by the National Coal Board after the strike ended.

As a percentage of national output (gross domestic product) the public sector borrowing requirement was 3.4 per cent, down from 3.2 per cent in the previous financial year. For 1985/86 the Treasury has set a target of £7bn or only 2 per cent of GDP.

## UK NEWS

### Code for a square deal in the Square Mile

Martin Dickson examines changes in the City of London's disciplinary framework governing takeovers

If a marketing man were trying to sell the new City of London takeover code he might describe it in terms more commonly applied to washing powders, cleaner, crispier and offering a square deal both to companies involved in a bid battle and to small shareholders - the product.

The main losers from the repackaged code, published today by the Panel on Takeovers and Mergers, are likely to be arbitrageurs - speculators who buy stakes in takeover target companies in the hope of making a killing when an offer is increased - and predator companies trying some of the more complex and particularly aggressive bid tactics.

The new document makes several substantive changes to the code at which one company can build up a stake in another, and to detailed practice by both sides during a takeover battle.

It also fleshes out guidance on other areas, such as the formula to be applied when making offers for investment trusts, and cases where a mandatory offer for a company is triggered by the exercise of conversion rights over shares or by the increasingly popular practice of companies buying in their own shares.

The central purpose of the document is, however, much simpler than all this: it is to make the takeover code more readily comprehensible - a job which many critics would say is long overdue.

The takeover code was introduced in 1983 as a City self-defence mechanism against the Labour Government, which was threatening legislation unless the Square Mile cleaned up the conduct of bid battles. In the years since it has had to be a highly adaptive document, changing to deal with the new tactics employed by companies ever ingenious merchant bank advisers.

The result has been a remarkably cumbersome accretion of general principles, rules, detailed practice notes and amendments which, in the words of one analyst, "makes comprehending what is allowed, what is not, about as straightforward as deciphering the Dead Sea scroll."

The new code stipulation is being relaxed, to allow the acquisition of up to 10 per cent in any week subject to the longstanding maximum stake of 20 per cent, after which a full bid is automatically triggered.

Gone too is a rule, introduced at the same time, which prevented a bidder from saying, until after the first closing date of his offer, that offer was final. This had been widely criticised for preventing what can be one of the most im-

portant and market-sensitive elements of a takeover, the early knowledge that the bidding company is not prepared to pay more.

The new code is designed to change that.

First, it brings together in one place all the rules and notes covering a particular issue. Second, the new document - presented between smart blue and gold plastic covers - is in loose-leaf form, not bound as before, so the inevitable amendments can be slipped easily into the body of the work.

The basic framework governing takeover battles is unaltered, but the panel has used the opportunity given by re-publication to tidy elements of the code which practice showed to be impracticable, inequitable or heavy handed. Major changes include:

• The building up of share stakes in companies. The panel introduced a set of "substantial acquisition of shares" rules in 1980 following concern over "dawn raids," in which brokers for a bidding company would stand in the market and rapidly build up a large stake in the shares.

At that time the panel put a brake on the acquisition of more shares after 15 per cent of the target company had been reached. The maximum permitted additional acquisition in any seven-day period was 5 per cent of voting shares.

Under the new code this stipulation is being relaxed, to allow the acquisition of up to 10 per cent in any week subject to the longstanding maximum stake of 20 per cent, after which a full bid is automatically triggered.

The new code also insists that when companies make forecasts of their performance during a bid battle they include estimates of taxation, extraordinary items and minority interests where these are expected to be significant. Under the old code there was only an exhortation to do this.

Another new rule covers cases where companies bidding in paper

buy their own shares, thus pumping up the price and the value of their offer for the target, and then go into the market to pick up shares in the target company.

The new rule imposes a 24-hour freeze on the bidder, saying that it cannot purchase shares in the target until 9.30am on the business day following the day on which the purchase of its own shares is disclosed.

There are also expanded rules covering the sale by a bidder of shares to the target company.

A bidder may not sell any securities in the target company without the prior consent of the panel and after 24 hours public notice. Sales below the value of the offer will not be permitted, and after a bidder announces that it might sell shares it cannot make further purchases or raise its offer - except to exceptional circumstances.

This is an explicit statement of the policy the panel followed earlier this year when Dee Corporation - whose bid for Booker McConnell closes today - wanted to reserve the right to sell Booker shares.

• The scrapping of Rule 37. This rule, included when the code was first formulated, laid down that "a person with a significant commercial interest in the outcome of an offer should not, without the consent of the panel, deal in the shares of an offer or the offeree company during an offer period."

The new code has ruled that "other extensions nor revisions will be permitted unless the right to set them aside has been specifically and prominently reserved in the original (offer) document; permission will not be granted simply on the grounds of a recommendation by the offeree board."

The new code also insists that when companies make forecasts of their performance during a bid battle they include estimates of taxation, extraordinary items and minority interests where these are expected to be significant. Under the old code there was only an exhortation to do this.

Another new rule covers cases where companies bidding in paper

## Welkom Gold Mining Company Limited

(Incorporated in the Republic of South Africa)

### INTERIM REPORT - 1985

The following are the unaudited income statement of the company for the six months ended March 31 1985 and abridged balance sheet as at that date:

#### Income Statement

	Six months ended	Six months ended	Year ended
	31.3.85	31.3.84	30.9.84
Income from listed investment	£1,885	£1,000	£1,000
Sundry expenditure - net	162	140	184
Profit before taxation	2,726	1,955	1,815
Taxation	24	7	24
Profit after taxation	2,692	1,948	1,821
Dividend - interim	2,692	1,948	1,821
Net	—	—	21,566
Increase in retained profit	61	115	29
Retained profit brought forward	142	113	113
Retained profit	203	229	142
Earnings per share - cents	107.2	94.4	146.1
Dividends per share - cents	107.0	64.0	146.0
<b>Balance Sheet</b>			
Capital	31,285	31,284	30,924
Share premium	12,150	12,150	13,150
Non-distributable reserve	32,693	32,693	32,693
Divisible reserves	8,069	153,741	8,069
	11,122	11,148	11,061
	65,034	210,732	64,973
Represented by:			
Listed investment	64,830	210,502	64,830
Current assets	28,492	18,071	21,882
Current liabilities	28,287	17,841	21,739
Net current assets	204	230	143
	65,034	210,732	64,973
Number of shares in issue	26,300,000	26,300,000	26,300,000
Net asset value per share (after providing for dividend), adjusted for market value of listed investments - cents	1743	1,691	1,691
Dividend			
The final dividend (No. 55) of 82 (1983/84) cents per share in respect of the year ended September 30 1984 was declared on October 18 1984 payable to members registered on November 9 1984 and was paid on December 14 1984.			
Subsidiary Company			
The company's wholly-owned subsidiary, Free State Sealless Gold Mining Company Limited, is in voluntary liquidation and a first and final liquidation and distribution account was open for inspection for the period of 14 days until March 29 1985. Confirmation of the account by the Master of the Supreme Court is awaited.			
Listed Investment			
The company's listed investment is 6,838,000 shares in Western Holdings Limited.			
At 31.3.85	At 31.3.84	At 30.9.84	
R000	R000	R000	
Market value	458,146	444,470	444,470
Book value	64,830	210,502	64,830
Appreciation	393,316	233,968	379,640
For and on behalf of the board			
G. S. Young   Directors			

#### DECLARATION OF INTERIM DIVIDEND NO. 56

On April 18 1985 dividend No. 56 of 107 cents per share, being the interim dividend in respect of the year ending September 30 1985 was declared in South African currency, payable on June 14 1985 to members registered in the books of the company at the close of business on May 10 1985.

The transfer registers and registers of members will be closed from May 11 to May 24 1985, both days inclusive, and warrants will be posted from the Johannesburg and United Kingdom offices of the transfer secretaries on or about June 13 1985. Registered members will be paid from the United Kingdom will receive the United Kingdom currency amount on May 13 1985.

The rand value of their dividends (less appropriate taxes). Any such members may, however, elect to be paid in South African currency, provided that the request is received at the offices of the transfer secretaries in Johannesburg or in the United Kingdom on or before May 10 1985.

The effective rate of non-resident shareholders' tax is 15 per cent.

The dividend is payable subject to conditions which can be inspected at the Head and London offices of the company and also at the offices of the company's transfer secretaries in Johannesburg and the United Kingdom.

ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED  
Transfer Secretaries  
Consolidated Share Registrars Limited  
First Floor, Edura  
40 Commissioner Street  
Johannesburg 2001  
(P.O. Box 6105)  
Marshalltown 2107

Hill Samuel Registrars Limited  
6 Greenacres Place  
London SW1P 1PL

Johannesburg  
April 19 1985

## Code for a square deal in the Square Mile

Martin Dickson examines changes in the City of London's disciplinary framework governing takeovers

and what is not, about as straightforward as deciphering the Dead Sea scroll."

The new code is designed to change that.

First, it brings together in one place all the rules and notes covering a particular issue. Second, the new document - presented between smart blue and gold plastic covers - is in loose-leaf form, not bound as before, so the inevitable amendments can be slipped easily into the body of the work.

The new code is designed to change that.

First, it brings together in one place all the rules and notes covering a particular issue. Second, the new document - presented between smart blue and gold plastic covers - is in loose-leaf form, not bound as before, so the inevitable amendments can be slipped easily into the body of the work.

The new code is designed to change that.

First, it brings together in one place all the rules and notes covering a particular issue. Second, the new document - presented between smart blue and gold plastic covers - is in loose-leaf form, not bound as before, so the inevitable amendments can be slipped easily into the body of the work.

The new code is designed to change that.

First, it brings together in one place all the rules and notes covering a particular issue. Second, the new document - presented between smart blue and gold plastic covers - is in loose-leaf form, not bound as before, so the inevitable amendments can be slipped easily into the body of the work.

The new code is designed to change that.

First, it brings together in one place all the rules and notes covering a particular issue. Second, the new document - presented between smart blue and gold plastic covers - is in loose-leaf form, not bound as before, so the inevitable amendments can be slipped easily into the body of the work.

The new code is designed to change that.

First, it brings together in one place all the rules and notes covering a particular issue. Second, the new document - presented between smart blue and gold plastic covers - is in loose-leaf form, not bound as before, so the inevitable amendments can be slipped easily into the body of the work.

The new code is

## UK NEWS

## Hitachi workers take 5% pay offer in non-negotiable deal

By PHILIP BASSETT, LABOUR CORRESPONDENT

HITACHI has agreed a 5 per cent pay deal for 800 employees at its South Wales television factory in a deal which saw no negotiations. In this first UK example of a radical form of pay bargaining the management accepted the increase well after the unions had done so.

Within two days, the union side in the factory, which exists independently from the company members' board, had accepted the offer, but it was only yesterday, more than two weeks later, that the company felt able to agree to the offer it was itself making.

Mr Tony Poggo, Hitachi's personnel executive, who is also chairman of the members' board, yesterday praised the fact that the conclusion to the company's wage deal had been reached without any negotiations, and for the first time in the 30-year history of the company, without the offer being put to a mass meeting of the employees, who had been kept informed throughout all the stages of the wages discussion.

The company presented the board with information on its performance and forecasts for next year, on its budget proposals for this year and next, on rates of pay in other companies for the work covered, on present and forecast retail price movements and on local wage rates.

## U.S. groups move to protect N. Sea work

By FINANCIAL TIMES REPORTER

U.S.-OWNED offshore supply companies in Britain are taking strong behind-the-scenes steps to try to ensure that they will be classified in effect as British for the purpose of Government monitoring of North Sea contracts.

The moves follow the award of c13m of conceptual design work on Shell-Esso's Gannet-Klitwak fields, almost all of which went to British-owned companies.

There is a strong belief among the dominant, U.S.-owned companies, such as Bechtel and Foster Wheeler, that Shell wanted on commercial grounds to select different contractors from those which appeared on the final list.

Mr Raymond Curtis, newly ap-

pointed vice-president in charge of McDermott Engineering London, the UK arm of the U.S. engineering company which controls the McDermott offshore construction yard at Ardersier in Scotland, said yesterday that he believed the contracts had been awarded on a commercial basis. McDermott was one of the unsuccessful bidders.

U.S. companies are particularly anxious to protect their position in the UK sector of the North Sea, which looks like being the most vigorous market in the offshore world in the next few years. McDermott said it was "committed to anchoring North Sea technology in the UK and to exporting it as being wholly British."

## Consultancy appointed by Marks &amp; Spencer

By DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT

MARKS & SPENCER, the retail stores group, has appointed Valin Pollen the public relations consultancy to improve its image in the City of London.

The move follows several weeks of negotiations with public relations consultants and is the first time Marks has sought outside financial public relations advice.

The decision to appoint Valin Pollen reflects considerable changes within the company under its new chairman, Lord Rayner, and concern that the City does not

## Dock protest action

By STUART JEFFRIES

INDUSTRIAL workers at the Devonport Royal Naval Dockyard, threatened with 2,000 redundancies because of a Government short-term efficiency drive, walked out yesterday in protest at the proposals. Shift workers worked only half

## CANADAIR FINANCIAL CORPORATION INC.

## NOTICE OF REDEMPTION

To the holders of  
15% Guaranteed Notes  
CANADAIR LIMITED  
due March 15, 1987

NOTICE IS HEREBY GIVEN that pursuant to the provisions of the Trust Indenture bearing formal date of March 11, 1982 (hereinafter called the "Trust Indenture") made between Canadair Limited (hereinafter called the "Company") and Montreal Trust Company, as Trustee, securing the above-mentioned Notes, the Company intends to redeem and will redeem on the 20th day of May, 1985 (hereinafter called the "redemption date") all the 15% Guaranteed Notes due March 15, 1987 issued under the Trust Indenture which shall be outstanding on the redemption date at the principal amount thereof plus a premium of 1.0% of the said principal amount together with interest on said principal amount accrued and unpaid to the redemption date, in lawful money of the United States of America, upon presentation and surrender of such 15% Guaranteed Notes together with the interest coupons appertaining thereto maturing after the redemption date at the option of the holder at any of the paying agencies, namely:

MORGAN GUARANTY TRUST COMPANY OF NEW YORK  
Morgan House  
1 Angel Court  
London EC2R 7AE

MORGAN GUARANTY TRUST COMPANY OF NEW YORK  
Bockenheimer Landstrasse 8  
PO Box 174283  
D-6000 Frankfurt am Main  
14 Place Vendome  
75001 Paris

SWISS BANK CORPORATION  
Aachenstrasse 1  
B-1040 Brussels

CAISSE D'EPARGNE DE L'ETAT  
12 Tesselchadestraat  
L-2054 Amsterdam

NOTICE IS FURTHER GIVEN that, from and after the redemption date, interest upon the said 15% Guaranteed Notes shall cease and after said redemption date upon said 15% Guaranteed Notes shall become null and void.

CANADAIR FINANCIAL CORPORATION INC.  
By Montreal Trust Company

DATED at Montreal, Canada, this 17th day of April, 1985

## Gold mining companies administered by Anglo American Corporation

All companies are incorporated in the Republic of South Africa

## Reports of the Directors for the quarter ended March 31 1985

## WESTERN DEEP LEVELS

Western Deep Levels Limited

ISSUED CAPITAL: 25 550 000 shares of R2 each

Quarter ended March 1985

Quarter ended Dec. 1984

Year ended Dec. 1984

Fins. ended Dec. 1984

Operating results

Gold - profit

Yield kg/t

Production - tons

- gold produced

Uranium oxide

Tons treated

Yield kg/t

Production - kg

PRICE RECEIVED ON SALES

Gold - kg/t

Tons sold

Financial results

Gold - revenue

Profit before taxation

Net sundry income

Provision for taxation and State's share of profit

Profit after taxation and State's share of profit

Add: Transfer from general reserve

Dividends for capital expenditure

Dividends - final

Retained profit for the year

Capital expenditure

SHAFT SINKING

No. 1 main shaft

Advance to date

Station cutting

No. 1 shaft

Advance to date

Station cutting

DEVELOPMENT

Advance

metres

metres

channel width

cm

gold

kg/t

cm.cm/gt

uranium

kg/t

cm.cm/gt

Vanderberg Contact reef

Charter ended March 1985

Charter ended Dec. 1984

Year ended Dec. 1984

Fins. ended Dec. 1984

Operating results

Gold - revenue

Profit before taxation

Net sundry income

Provision for taxation and State's share of profit

Profit after taxation and State's share of profit

Add: Transfer from general reserve

Dividends for capital expenditure

Dividends - interim

Dividends - final

Retained profit for the year

Capital expenditure

ERGO

East Rand Gold and Uranium Company Limited

ISSUED CAPITAL: 42 831 712 shares of R2 cents each

Quarter ended March 1985

Year ended Dec. 1984

Fins. ended Dec. 1984

Operating results

Gold - revenue

Profit before taxation

Net sundry income

Provision for taxation and State's share of profit

Profit after taxation and State's share of profit

Add: Transfer from general reserve

Dividends for capital expenditure

Dividends - interim

Dividends - final

Retained profit for the year

Capital expenditure

ERGO DIVISION

Uranium oxide - tons

Gold production - kg/t

Uranium oxide - kg/t

Add production - tons

Gold - kg/t

Uranium oxide - kg/t

Price received on sales

Gold - kg/t

Tons sold

Financial results

Gold - revenue

Profit before taxation

Net sundry income

Provision for taxation and State's share of profit

Profit after taxation and State's share of profit

Add: Transfer from general reserve

Dividends for capital expenditure

Dividends - interim

Dividends - final

Retained profit for the year

Capital expenditure

SHAFT SINKING

No. 1 main shaft

Advance to date

Station cutting

No. 1 shaft

Advance to date

Station cutting

DEVELOPMENT

Advance

metres

metres

channel width

cm

gold

kg/t

cm.cm/gt

uranium

kg/t

cm.cm/gt

Vanderberg Contact reef

Charter ended March 1985

Charter ended Dec. 1984

Year ended Dec. 1984

Fins. ended Dec. 1984

Operating results

Gold - revenue

Profit before taxation

Net sundry income

Provision for taxation and State's share of profit

Profit after taxation and State's share of profit

Add: Transfer from general reserve

Dividends for capital expenditure

Dividends - interim

Dividends - final

Retained profit for the year

Capital expenditure

SOUTHVAAL HOLDINGS LIMITED

and THE AFRIKANDER LEASE LIMITED

The attention of shareholders of these companies is directed to the report of Vaal Reefs Exploration and Mining Company Limited

T. L. PRETORIUS | Directors

## VAAL REEFS

Vaal Reefs Exploration and Mining Company Limited

ISSUED CAPITAL: 15 000 000 shares of 50 cents each

Quarter ended March 1985

Year ended Dec. 1984

Fins. ended Dec. 1984

Operating results

Gold - revenue

Profit before taxation

Net sundry income

Provision for taxation and State's share of profit

Profit after taxation and State's share of profit

## MANAGEMENT

EDITED BY CHRISTOPHER LORENZ

**THE PATTERN** of industrial work for the 20th century was initially set by Frederick W. Taylor, the American engineer who just before the 1914-18 war founded the "scientific" school of management. Jobs were broken down into simple repetitive tasks, determined by managers, requiring people to work like machines with little say over how their job was done.

For decades the technical and economic efficiency of this system went largely unchallenged. But over the next 30 years a countervailing theory has grown, which holds that improving the job satisfaction and commitment of workers is a better route to efficiency in a quality-conscious age.

The theory is still growing—rapidly in the U.S.—but probably far from dominant. Yves Delamotte and Shin-ichi Takezawa, in a recent study\* for the International Labour Office, said new forms of work organisation were found in all industrialised and some developing countries, but they covered "a very small proportion of industrial workers except perhaps in Sweden."

This quality of working life (QWL) movement developed common features such as job rotation, by which workers alternate between tasks to avoid boredom; job enrichment, in which new tasks like maintenance are incorporated into existing jobs; job enrichment, which gives workers responsibility for things like planning, work assignment and quality control; and semi-autonomous work groups, which share responsibilities.

Latterly the emphasis has shifted from specific prescriptions to encouraging a continuous process of change, according to the Work Research Unit at Britain's Department of Employment. There is more concentration on changes in attitudes at supervisory and managerial level, and on involving workers in determining the various ways their work can be organised.

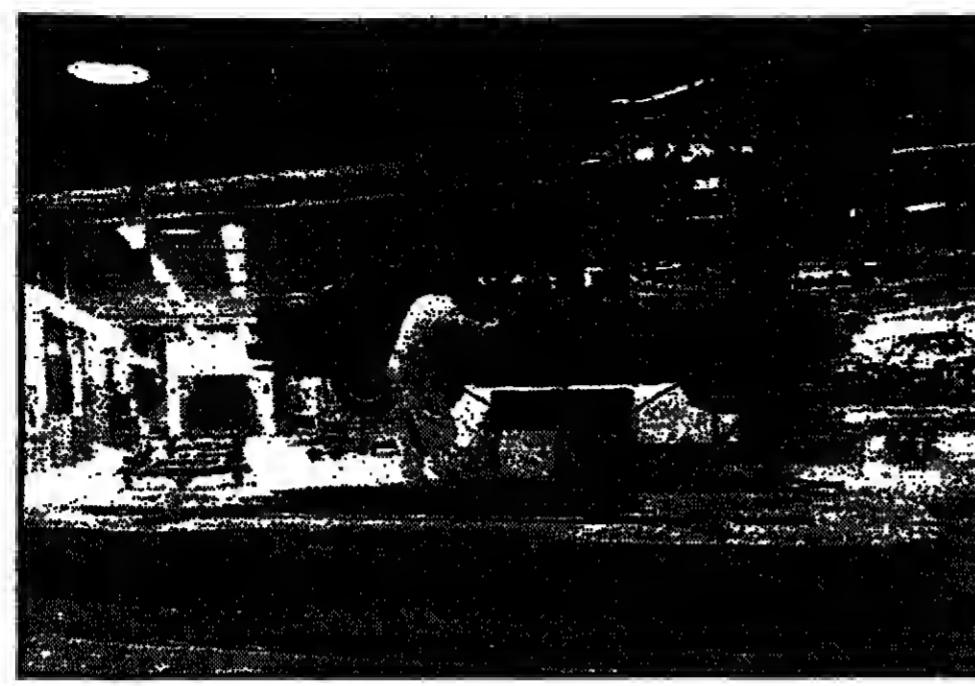
The most important developments in QWL were probably at London's Twink Institute for Human Relations in the late 1950s. Its work in the English coal mines suggested new organisational possibilities such as group working. While this had little immediate practical influence in the UK, it was taken up more enthusiastically in Norway and by the late 1960s was attracting increased interest in most countries.

Experimenters have included General Foods, General Electric, and Procter and

## Industrial organisation

**'Quality' in working life grows slowly**

BY BRIAN GROOM



Individual "carriers" form Volvo's production line

Gamble in the U.S., ICI in the UK, Renault in France, Fiat and Olivetti in Italy, Volvo and Saab-Scania in Sweden, and Mitsubishi, Fuji and Honda in Japan.

Social protests against boring assembly work gave the QWL movement some impetus in the late 1960s, along with the high labour turnover and absenteeism which some countries like Sweden were seeing with full employment. The protests faded in the 1970s, but interest among European employers' organisations sustained QWL along with the establishment of state agencies to encourage it in West Germany, the Netherlands, France, Belgium and the UK.

The idea received in the U.S. but came back with a bang later in the decade in response to Japanese competition. Japan's standards of employee involvement, particularly its quality circles—based originally on U.S. and British research—were seen as part of its success.

Richard Walton, Professor of Business Administration at the Harvard Business School,

writes in the March-April issue of Harvard Business Review: "In 1970 only a few plants in the U.S. were systematically revising their approach to the workforce. By 1975 hundreds of plants were involved. Today I estimate that at least a thousand plants are in the process of making a comprehensive change and that many times that number are somewhere in the transitional stage."

Japan remains an enigma. Recently, a team of senior production managers from Britain visiting the country was horrified by the fast working tempo and short, repetitive tasks, but there are offsetting factors—quality circles, job security for the long-term employees of big companies, group working, multi-skilling and job enlargement and rotation, and the philosophy which regards core workers as "company members" rather than employees.

Some companies remain wary. The issue forms part of a continuing management debate about whether people hate work and need to be

forced or bribed to do it, or whether given the right encouragement they find it natural.

Managers who adhere to the latter view don't always practise it. One survey among U.S. business managers found that 75 per cent considered themselves participative, but only 28 per cent of their subordinates shared that view.

Unions fear companies will use new technology to de-skill workers rather than improve their job satisfaction. Says Roy Grantham, general secretary of the British white-collar union Apex: "Systems analysts at IBM analysed secretarial work when word processors were introduced. They split the work into three jobs: personal assistants, WP operators and filing-cabinet staff. The last job was so boring that staff would not do it well. It had to be re-integrated into the WP operators' work."

\* "Quality of Working Life in International Perspective," ILO Publications CH-1211, Geneva 22, Switzerland.

jobs felt by workers across the industrial world, but its employees like teamwork and there have been some notable successes—such as a quality drive which gave greater responsibility in the work teams and the decentralisation of some financial autonomy to small "profit centres" within the factory.

The company is so confident that it has chosen the right path that it has introduced similar, and in some cases more advanced, forms of work organisation or production technology at other Volvo factories such as Skövde (engines), Olofström (press shop), Uddevalla (trucks), Torslanda (marine engines) and the body shop of the main Torslanda car plant.

Volvo's ideas were developed in the 1960s against a background of high absenteeism, personnel turnover, and recruiting difficulties in the motor industry, along with public resentment against the traditional assembly system of short, sharply separated tasks done at a single work station.

**Individual**

Tentative experiments with new organisational forms were made at Torslanda, but it was the opening of Kalmar which formed the real departure.

Assembly workers are organised into 30 teams of 15-20 members, with their own tasks such as assembling the heating or electrical systems, and their own section of the building.

At its simplest, workers do individual tasks like those in a conventional plant. The more ambitious teams have two workers following a car along several work stations, doing assembly tasks totalling 25-30 minutes compared with the average three-minute cycle in a conventional plant, swapping sides with each other and at random switching jobs with others doing pre-assembly work on components.

Does it work? An external management team which studied its first 10 years recently concluded that Kalmar was successful technologically, socially and financially. Its detailed report paints a more complex picture. There had been setbacks as well as successes. Some of the original Kalmar

workers have been far from problem-free. But the company, which doubled pre-tax profits to SKr 7.63bn (\$840m) last year, believes its people-centred approach to production has helped improve quality and productivity.

Kalmar's production time per car fell by 40 per cent between 1977 and 1982, quality defects have been cut by 38 per cent since 1978, and uptime has increased from 96 to 99 per cent since 1975. Since 1977 its turnover of total materials inventories has increased from nine times annually to 21 times, freeing working capital of more than SKr 6m a year.

Volvo has not overcome the dissatisfaction with assembly

ideas have not worked out. For instance, it began with two basic patterns: straight line assembly, in which workers follow a car along four or five work stations; and dock assembly, in which a car was guided into an assembly bay while the team carried out all its tasks.

The latter one was abandoned, partly because it disturbed the production flow when teams failed to complete their work on time. Workers also felt uncertain about where they were in the work cycle, and how much time remained for the allotted tasks.

Serious problems occurred in 1977 when 120 new employees were recruited because of an upturn in production. The atmosphere became much more extant that older workers began to dislike their work, newly hired ones were slow to learn, and absenteeism and labour turnover rose.

Volvo dealt with it by interviewing absentees, establishing a reserve pool of workers to cover gaps, and introducing "godfathers"—older workers assigned to help new employees during their first few weeks.

Labour turnover was cut from nearly 25 per cent in 1979 to 5 per cent in 1983, but much of the improvement may have been caused by changing economic conditions. Absenteeism remains high by international standards at 23-24 per cent, though sickness is only about 10 per cent of this, and the rest accounted for by training, military service and Sweden's generous provisions for things like parental leave.

A workforce survey found that though assembly workers favoured teamwork and job rotation, they still felt that assembly work gives little room for initiative and personal growth, and that opportunities to train for other jobs were meagre.

Office staff also wanted more training, especially in data processing.

The good things appear to have outweighed the bad, however. Though Kalmar was more expensive to build than conventional plants, uses more electricity, and takes longer to train new workers, there are offsetting benefits such as fewer supervisors and ease of altering production arrangements.

By 1981 is had offset the extra investment cost and exceeded productivity targets by 20 per cent. It has the lowest assembly costs of all Volvo's plants, with man-hours per car 25 per cent below the 20-year-old Torslanda.

Among the successes has been the provision of business information to employees, linked with decentralisation of some financial autonomy to profit centres, covering the two three work teams in each foreman's area. These have financial targets and goals for quality, production volume, materials, and personnel matters like training.

An aggressive attack on quality problems, begun in 1977, has born fruit. Its elements include better checking of suppliers' materials, devolution of quality and adjustability responsibilities to the work teams, and a result-based plan pay bonus in which quality forms a large part.

Volvo is committed to its chosen path. Plants and workers are at different stages of development in a three-step process: extending work cycles, adding tasks like material handling / inspection, quality inspection, rectification, retouching and maintenance, and finally taking responsibility for things like production planning and technical development of equipment. Some teams elect and rotate their leaders, and at some plants, like Västra, the teams take part in selection of new workers.

The company believes its initiatives have helped achieve productivity improvements of 6 to 7 per cent, and sometimes higher, in recent years. Since 1978 it has aimed at bettering West German companies' productivity growth by 2 per cent a year.

**Manpower**

Jonsson claims Volvo has been achieving that end closing a productivity gap with Mercedes, one of its main competitors. But he concedes that it still lags behind the Japanese in manpower efficiency.

Alden Lank of Geneva's International Management Institute, who recently surveyed Volvo's plants, said there were false starts, errors, failures, and periodically brilliant breakthroughs. "The good news is that the will continues to exist to persevere, because there is a broadly shared conviction that the company's competitive survival is at stake."

## TECHNOLOGY

EDITED BY ALAN CANE

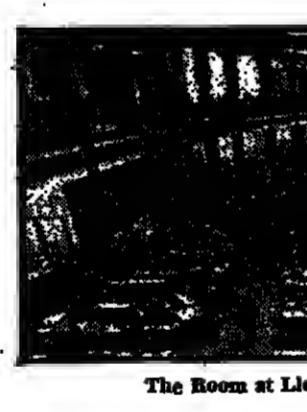
**Lloyd's insurance market plugs into computer age**

BY ALASTAIR GUILD

THE LONDON insurance market is in the throes of a revolution, a computer-driven one. Lloyd's, the Institute of London Underwriters (ILU) and the Policy Signing and Accounting Office (PSAC) are well advanced with assessments of how electronic data transfer can best be achieved and how each system can be linked to provide a total network.

Insurance contracts at Lloyd's are negotiated by brokers and underwriters face to face on the floor of the Room. There are about 1,000 insurance transactions on 300,000 policies each year, resulting in more than 1,000 accounting entries. A central accounting computer system, based in Chelmsford, handles the premium and claims accounting. However, the system still relies on the broker submitting documentation to the Lloyd's Policy Signing Office. This is increasingly competitive.

Brokers and others at Lloyd's have made large investments in computer technology. The number of syndicates, for example, with desk top terminals has increased from ten to 100 in less than a year. However, a single node of a computer system talks to another, the only way to transfer information is by paper. The resultant waste and duplication of effort in document production and distribution is something Lloyd's cannot afford, especially as markets in other countries are



The Room at Lloyd's and (right) a broker with his finger on the button

normally occurs when he is in a position to pay the premium.

This can be anything between two and 12 months after the placing, during which time the LPSO and underwriters have no idea of the status of the risk and, in particular, the timing and amount of the premium payment and their ultimate risk exposure.

Brokers and others at Lloyd's

have made large investments in computer technology. The number of syndicates, for example, with desk top terminals has increased from ten to 100 in less than a year. However, a single node of a computer system talks to another, the only way to transfer information is by paper. The resultant waste and duplication of effort in document production and distribution is something Lloyd's cannot afford, especially as markets in other countries are

increasingly competitive.

So Lloyd's brokers want a network so that their computers can communicate directly with their markets—the ILU, PSAC and Lloyd's. Lloyd's intends to connect to the broker network and create its own network to connect the LPSO with

underwriters' box and office systems, and other corporation departments. As far as possible, existing investment in computer technology made by individual community members will be preserved.

The first phase of the Lloyd's

network will be in place by autumn 1986, while Lloyd's moves into its new City offices in spring next year.

The main objective of the future systems approach is to establish and maintain "risk histories" for every slip placed

wholly or partially in the Lloyd's market. At present bulk data capture is undertaken by the Corporation at the time of accountlog, but in future it is proposed to initiate the slip history of the time of placing by electronic transfer of slip details from brokers' systems to a common store.

Data held in common store would be made available to underwriters to provide direct input to their own computer systems. It is expected also that underwriters will want to link in with some of Lloyd's 500 agents around the world. Eventually, the network could link in with various American loss adjustors—such as Toplis and Hardin, bought last year by Lloyd's—to speed up settlement of claims in the U.S.

The ILU has already started on the revamp of its network, designed to link member companies, 106 insurance com-

panies, with brokers and its central settlement mainframe at Folkstone.

ILU processes most non-Lloyd's marine and aviation business. At present information from brokers is presented to ILU in paper form, that is then formatted at Kolkstone and sent out to member companies, again in paper form. When the new ILU network is installed, brokers will transmit information electronically, using standard formats.

The ILU, which will act on behalf of member companies in checking the progress of risks, proposes that the placing of the risk and subsequent transactions will be recorded on the network, then it can advise companies much sooner on, for example, the percentage of risk carried by a member company.

The ILU has already started on the revamp of its network, designed to link member companies, 106 insurance com-

panies, with brokers and its central settlement mainframe at Folkstone.

ILU processes most non-Lloyd's marine and aviation business. At present information from brokers is presented to ILU in paper form, that is then formatted at Kolkstone and sent out to member companies, again in paper form. When the new ILU network is installed, brokers will transmit information electronically, using standard formats.

The ILU, which will act on behalf of member companies in checking the progress of risks, proposes that the placing of the risk and subsequent transactions will be recorded on the network, then it can advise companies much sooner on, for example, the percentage of risk carried by a member company.

The ILU has already started on the revamp of its network, designed to link member companies, 106 insurance com-

panies, with brokers and its central settlement mainframe at Folkstone.

ILU processes most non-Lloyd's marine and aviation business. At present information from brokers is presented to ILU in paper form, that is then formatted at Kolkstone and sent out to member companies, again in paper form. When the new ILU network is installed, brokers will transmit information electronically, using standard formats.

The ILU, which will act on behalf of member companies in checking the progress of risks, proposes that the placing of the risk and subsequent transactions will be recorded on the network, then it can advise companies much sooner on, for example, the percentage of risk carried by a member company.

The ILU has already started on the revamp of its network, designed to link member companies, 106 insurance com-

panies, with brokers and its central settlement mainframe at Folkstone.

ILU processes most non-Lloyd's marine and aviation business. At present information from brokers is presented to ILU in paper form, that is then formatted at Kolkstone and sent out to member companies, again in paper form. When the new ILU network is installed, brokers will transmit information electronically, using standard formats.

The ILU, which will act on behalf of member companies in checking the progress of risks, proposes that the placing of the risk and subsequent transactions will be recorded on the network, then it can advise companies much sooner on, for example, the percentage of risk carried by a member company.

The ILU has already started on the revamp of its network, designed to link member companies, 106 insurance com-

panies, with brokers and its central settlement mainframe at Folkstone.

ILU processes most non-Lloyd's marine and aviation business. At present information from brokers is presented to ILU in paper form, that is then formatted at Kolkstone and sent out to member companies, again in paper form. When the new ILU network is installed, brokers will transmit information electronically, using standard formats.

The ILU, which will act on behalf of member companies in checking the progress of risks, proposes that the placing of the risk and subsequent transactions will be recorded on the network, then it can advise companies much sooner on, for example, the percentage of risk carried by a member company.

The ILU has already started on the revamp of its network, designed to link member companies, 106 insurance com-

panies, with brokers and its central settlement mainframe at Folkstone.

ILU processes most non-Lloyd's marine and aviation business. At present information from brokers is presented to ILU in paper form, that is then formatted at Kolkstone and sent out to member companies, again in paper form. When the new ILU network is installed, brokers will transmit information electronically, using standard formats.

The ILU, which will act on behalf of member companies in checking the progress of risks, proposes that the placing of the risk and subsequent transactions will be recorded on the network, then it can advise companies much sooner on, for example, the percentage of risk carried by a member company.

The ILU has already started on the revamp of its network, designed to link member companies, 106 insurance com-

panies, with brokers and its central settlement mainframe at Folkstone.

ILU processes most non-Lloyd's marine and aviation business. At present information from brokers is presented to ILU in paper form, that is then formatted at Kolkstone and sent out to member companies, again in paper form. When the new ILU network is installed, brokers will transmit information electronically, using standard formats.

The ILU, which will act on behalf of member companies in checking the progress of risks, proposes that the placing of the risk and subsequent transactions will be recorded on the network, then it can advise companies much sooner on, for example, the percentage of risk carried by a member company.

The ILU has already started on the revamp of its network, designed to link

INITIAL  
OFFER OF  
UNITS

# All over the world emerging companies are showing exciting growth potential.

The new generation fund,  
investing in smaller companies  
and young industries

All over the world, exciting investment  
opportunities are being created by new  
industries, small companies that have  
recently been publicly listed, and  
organisations undergoing dramatic change.

Among industries like telecommunications,  
computer technology, and  
electronics, new growth areas are achieving  
profit growth beyond the reach of many  
older, dominant industries.

Smaller companies, or those recently  
flouted or subject to take-over or merge, can  
enable new management - often highly  
motivated by personal stockholdings - to  
achieve spectacular results.

The Perpetual Offshore Emerging  
Companies Fund is being launched to  
concentrate particularly on these investment  
areas which the Managers believe offer  
outstanding opportunities.

The research and analysis required is at  
a level that the individual investor would be  
hard pressed to achieve alone. Over the last  
ten years, Perpetual have developed a  
worldwide network of independent financial  
advisers - an ideal platform from which to  
identify successful emerging companies.

## Objective - maximum capital growth

The Managers will be aiming for  
maximum capital growth and the  
income generated by the portfolio will  
be a secondary consideration. The yield  
is lower than average but it is considered  
that the investor objective will be to  
obtain the maximum combination of capital  
growth and income and, where there is a  
requirement for spendable income, the  
appropriate number of units can be sold  
annually in order to meet this requirement.  
All net income will be automatically re-  
invested within the Fund and all units are  
accumulation units. The anticipated gross  
commencing yield is 1% per annum at the  
initial offer price of U.S. \$1.

## GROWTH PATH

With the initial launch of the Fund, the  
Managers will be establishing a  
network of distribution points throughout  
the world. This will be followed by a  
series of further launches, each time  
expanding the geographical coverage of  
the Fund.



## Perpetual Group

### Offshore Emerging Companies Fund

Please send me a copy of the Perpetual  
Offshore Emerging Companies Fund  
Prospectus, the terms of which alone all  
applications will be considered together with  
details of the special launch post-launch bonus offer.

To: Perpetual Unit Trust Management  
Jersey Limited, PO Box 459,  
Norwich Union House, Church Street,  
St Helier, Jersey, Channel Islands.  
Tel: Jersey (0534) 74517 Telex 4192465.

NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_

**Perpetual**  
Britain's Fast Growing Unit Trust Managers

## Hanson Overseas Finance B.V. (incorporated with limited liability in the Netherlands)

### NOTICE TO THE HOLDERS of the 9½ per cent Convertible Guaranteed Bonds Due 1995 of Hanson Overseas Finance B.V. ("the Bonds")

GUARANTEED BY  
and Convertible into Ordinary Shares of Hanson Trust PLC.  
AND

constituted by a Trust Deed dated October 9, 1980  
("the Trust Deed")

Notice is hereby given to the holders of the Bonds, in accordance with the Terms and Conditions endorsed on the reverse thereof (the "Conditions"), that on June 11, 1985 Hanson Overseas Finance B.V. will redeem all Bonds outstanding at that date and not previously converted into Ordinary Shares of 25p each ("Ordinary Shares") of Hanson Trust PLC ("Hanson Trust"). The Bonds will be redeemed at a price equal to 104 per cent of their principal amount, together with interest accrued thereon from October 15, 1984 to the said date of redemption.

Holders of the Bonds are reminded that they are entitled to exercise their right to convert their Bonds into Ordinary Shares of Hanson Trust at any time prior to June 3, 1985. The price at which Bonds are convertible into Ordinary Shares is 28 pence per share ("the conversion price") and the exchange rate applicable on conversion is US\$2.3800=£1. As provided in the Conditions, any holder who wishes to exercise his right to convert must obtain a Notice of Conversion from the specified office of any Conversion Agent (set out on the reverse of the Bonds and at the foot of this Notice), complete and sign the same in accordance with the instructions thereto and deliver it with his Bonds, together with all unmatured Coupons, at the specified office of any Conversion Agent by June 3, 1985. The Conversion Agent will require payment of an amount equal to the face value of any such Coupon not so delivered. A Bondholder delivering a Bond for conversion must pay all taxes and stamp, issue and registration duties (if any) arising on conversion in the country where the specified office of the relevant Conversion Agent is situated other than any taxes or capital or stamp duties payable in the United Kingdom by Hanson Trust in respect of the issue of Ordinary Shares on the conversion). Holders of the Bonds who exercise their conversion rights will not be entitled to any interest accrued on the Bonds since October 15, 1984 but as holders of Ordinary Shares of Hanson Trust will be entitled to such dividends as may be declared or paid on such shares, including any dividends in respect of the financial year commencing on October 1, 1984.

On April 17, 1985, the last practicable date prior to the printing of this Notice, the middle market quotation, as derived from The Stock Exchange Daily Official List of Ordinary Shares of Hanson Trust was 215p and the aggregate principal amount of the Bonds outstanding at that date was US\$5,252,000.

The attention of holders of the Bonds is drawn to the Conditions and in particular to Conditions 6, 7 and 8 which contain further details regarding redemption and conversion.

PRINCIPAL PAYING AND CONVERSION AGENT:  
Chemical Bank, 100 Sirland, London WC2R 1ET

PAYING AND CONVERSION AGENTS:  
Kredietbank S.A., Antwerpsestraat 7, 1000 Brussels, Belgium

Chemical Bank, Univerzitetska 30, 10000 Frankfurt am Main

Chemical Bank, 1039 Zurich

Chemical Bank, Northern Way, Bury St Edmunds  
Suffolk, IP24 2BZ Tel: 0322 83141

London, April 1985

## This way up.

Send for your free brochure and details to:  
Marketing Dept., Lesser Building Systems Ltd.,  
Verwoerd, Dordrecht 4610 GL, Tel: 010 831414.  
Name \_\_\_\_\_  
Address \_\_\_\_\_

Building for today,  
Planning for tomorrow.

**LESSER**  
BUILDING SYSTEMS

**Helmsman  
for a  
wide  
choice of  
personal or  
coin operated  
lockers**

HELMAN LOCKERS

Northern Way, Bury St Edmunds  
Suffolk, IP24 2BZ Tel: 0322 8312

Portman Theatrical  
Productions Limited  
confirm that their production  
of "The Seven Year Itch"  
at the Albery Theatre is  
being 100% sponsored by  
Mr Polar Wolf  
Portman Theatrical  
Productions Limited  
apologise to Mr Peter Wolf  
and Metropolitan Services  
Limited

# THE ARTS

## Music

### LONDON

English Chamber Orchestra and Tallis  
Chamber Choir conducted by Yehudi  
Menhuin Bach, Barbican Hall  
(638 6891) (Mon).

Philharmonia Orchestra conducted by  
Giuseppe Sinopoli with Salvatore  
Accardo, violin, Ravel, Scriabin,  
Saint-Saens, Royal Festival Hall  
(Mon.) (928 1818).

Handel Tercentenary Tribute with  
Wendy Etstone, soprano, Kenneth  
Bowen, tenor and other soloists. Arias,  
duets and choruses. Purcell Room  
(Tue) (238 1231).

Royal Philharmonic Orchestra con-  
ducted by Sir Charles Groves with  
John Williams, guitar. Smetana,  
Rodrigo, Berio and Vaughan Wil-  
liam. Royal Festival Hall (Tue).

Scottish National Orchestra conducted  
by Neeme Järvi, with Birgit Nilsson,  
mezzo soprano, Haydn, Dvorak and  
Beethoven (Tue). Barbican Hall.

La Grande Ecurie et la Chambre du  
Roy conducted by Jean Claude Mal-  
goire. Bach and Handel. Barbican  
Hall (Wed 1pm).

English Chamber Orchestra and Tallis  
Chamber Choir conducted by Yehudi  
Menhuin Bach, Barbican Hall  
(758 2233).

Wuppertal's Tanz Theater and Pina  
Bausch, the high priestess of German  
expressionist ballet, arrive with two programmes: Walzer and  
Stravinsky's Sacre du Printemps and  
Cafe Muller. Theatre de La Ville  
(214 2277).

Wuppertal alternates with Gheorghe Al-  
caeste conducted by Michael Schoen-  
wandt, produced by Pier Luigi Pizzi  
with Shirley Verrett/Helen Garrett  
in the title role and Barry McCreary  
in that of Admete. Paris Opera  
(742 5750).

LONDON

Royal Opera, Covent Garden: As a  
tribute to Tippett's 80th birthday,  
the Royal Opera revives King Pri-  
am, the 1961 production that gave  
the work its world premiere. Elgar  
Howarth conducts. After the first  
take the title role, and the cast also  
includes John Tomlinson, Anne Howells,  
Phyllis Cunneen and Felicity Palmer.  
Further performances of Lucia di  
Lammermoor, with Dame Joan  
Sutherland in her London farewell  
to her most famous role, and Don  
Carlos conducted by Bernard Haitink.

English National Opera, Coliseum: An  
new production by Elgar Howarth  
of The Barber of Seville is to be  
done to mark the 200th anniversary  
of the work, but less strong in its  
casting of principal roles. The  
Marriage of Figaro, a rather dull  
production by Jonathan Miller, re-  
turns with some newcomers in its  
cast - Florian Cray (house debut)  
and Ellene Hansen as Count and  
Countess. Cathryna Pope as Susanna.

BRUSSELS

Palais des Beaux Arts (612 4555): Bel-  
gian National Orchestra conducted by  
Mandi Rodan with Mstislav Rostro-  
povich, cello. Berio, Schumann, Dvo-  
rak (Wed).

Carnegie Hall, Alfred Brendel piano  
recital. Haydn, Schubert, Mozart  
(Tue). Hubert Soudant  
conducting the Utrecht Symphony  
Orchestra with Ark Mulder, flute,  
and Ada Krasen, horn. Mozart  
(Wed). Concert Hall: Wout Oosterkamp,  
baritone. Schumann, Hoppen-  
barg, Brahms, Dvorak, Haydn (Wed).

Mozartean Players (Metropolitan Mu-  
seum of Art): pianist Steven Lubin  
Al-Mozart programme (Thur),  
(570 3949).

WASHINGTON

National Symphony (Concert Hall):  
conductor Christopher Hogwood;  
Vivaldi, Handel, Stravinsky, Marti-  
nu (Mon, Tue); conductor, Hugh  
Wolff; violinist, Pinhas Zukerman;  
Bruchs, Bach, Bartok (Thur). Ken-  
nedy Center (254 3776).

PARIS

François Amoyal, violin, Florence Millet,  
piano. Schumann (6:30pm), Lucia  
Popp, Soprano, Irwin Gage, piano;  
Schubert, Schoenberg, Strauss  
(8:30pm) both Monday TMP-Chate-  
let (214 1983).

Domingo, tenor, piano: Beethoven  
Sonatas (Mon). Sale Playel  
(561 0630).

THEATRE

NEW YORK

Cats (Winter Garden): Still sellout.

Trevor Nunn's production of T. S.  
Eliot's children's poetry set to tre-  
mendous music is visual, startling and  
chromo-technically felicitous, but classic  
only in the sense of a rather staid  
and overblown idea of theatricality.

42nd Street (Majestic): An immodest  
celebration of the hayday of Broad-  
way in the 30s incorporates gems  
from the original film like Shuffle  
Off To Buffalo with the appropri-  
ately brash leggy beauty of a  
large chorus line. (777 9020).

Torch Song Trilogy (Helen Hayes):  
Harvey Fierstein's ebullient and  
touching story of a drag queen from  
backstage to local celebrity is superb,  
down to the confrontation with his  
doting Jewish mother. (944 9450).

Dress Rehearsals (Imperial): Michael  
Berger's latest musical has now be-  
come a stalwart Broadway presence  
despite the forced effort in recreat-  
ing the career of a 1960s female pop  
group, à la Supremes, without the  
quality of their music. (239 6200).

Broadfoot, in the Park: The Japanese  
version of Neil Simon's play directed  
by Yukata Kobayashi. Long Run  
Theatre, Shimokitazawa. (419 0014).

The Tooth of Crime, A translation of  
Sam Shepard's musical directed by  
Seikuni Hagiwara, produced by Par-  
son/Eagle Room. Stars Eiji Okuda,  
Seiko Theatre, Shinjuku Parco Part  
1, 9th floor. (477 3800).

LONDON

Noises Off (Savoy): The funniest play  
in years in London, now with an  
improved third act. Michael Blak-  
e's brilliant direction of backstage  
shenanigans on tour with a  
state-of-the-art set is a key factor.

Stardust Express (Apollo Victoria):  
Andrew Lloyd Webber's roller-skat-  
ing folly has 10 minutes of Spielberg-  
style magic, an exciting first half  
and a dwindling reliance on  
indiscriminate rushing around. Disney-  
land, Star Wars and Cats are as  
familiar to audiences as Shakespeare  
is to critics. (238 8890).

Strange Interlude (Nederlander):  
Glenda Jackson carries on an appre-  
ciated tradition of bringing Amer-  
ican classics to New York. She  
does this with a sureness of production  
which director Keith Hockley wisely  
makes the sides of the conversation  
an integral part of the engage-  
ment ends May 5. (021 8000).

TOKYO

Chinese Line: The Japanese version by  
the Shiki company, best-known for  
Cats, Japan's longest-running produc-  
tion (one year) and a sell-out.  
Nissei Gekijo, near Imperial Hotel.  
(320 4000).

A Chorus Line (Shubert): The longest-  
running musical ever in America has  
not only supported Joseph Papp's  
Public Theater for eight years but also updated the musical  
genre with its backstage story in  
which the songs are used as auditions  
rather than emotions.

Strange Interlude (Nederlander):  
Glenda Jackson carries on an appre-  
ciated tradition of bringing Amer-  
ican classics to New York. She  
does this with a sureness of production  
which director Keith Hockley wisely  
makes the sides of the conversation  
an integral part of the engage-  
ment ends May 5. (021 8000).

Amsterdam, Nieuwe Kerk (Danz  
Square): Two contrasting shows  
in the church by York Palace. The  
first is the 20th World Photo  
Exhibition (ends May 2), the second  
a selection of satirical drawings by  
Hans Georg Rauch (ends April 28).

METHERLANDS

Amsterdam, Nieuwe Kerk (Danz  
Square): Two contrasting shows  
in the church by York Palace. The  
first is the 20th World Photo  
Exhibition (ends May 2), the second  
a selection of satirical drawings by  
Hans Georg Rauch (ends April 28).

WEST GERMANY

Berlin, Schloss Charlottenburg. Span-  
dauer Damm, Neuer Flugel: Berlin  
is putting on the biggest exhibition  
of Antoine Watteau's art to  
commemorate the 200th anniversary  
of his birth. The National Gallery of  
Arts, Washington, the State Museum of  
France and the administration of  
Berlin's castles are sponsoring the  
show. The French rococo painter of  
used poor quality colours, there-  
fore many of his paintings are in  
bad condition and have not been  
displayed before. The exhibition  
includes 73 drawings and 143 paint-  
ings. Ends May 25.

Hanover, Sprangels Museum, Kurt  
Schwitters-Platz: Works from 1885  
to 1934 by the French artist Henri  
Laurens, to commemorate his  
100th anniversary of his birth. Through  
his friend George Braque, Laurens  
discovered cubism in 1908 and became  
popular in France. In 1929 he  
became a member of the German  
industrialists' group, the Bauhaus.  
Sprangels, a Laurens enthusiast.

ITALY

Rome, Galleria Nazionale d'Arte Mod-  
erna: Aubrey Beardsley (1872-1896)  
(in collaboration with the British  
Council). Beardsley is described by  
the organiser as "one of the most  
subtle exponents of European fin  
de siècle decadence" - but one is

more impressed by the simplic-  
ity and directness of his style and  
the rare combination of irony and  
sensuality. In a career which  
lasted less than six years, he invented  
a brilliant series of new  
styles from the delicacy and  
intricacy of his early work to the  
exuberance of his later work.  
There are to be three or four shows  
a year, of a few artists at a time.  
Those now being shown are Cy  
Twombly, Bruce Marden, Andy Warhol,  
Don Judd, and Richard Serra.  
The gallery is open on Fridays and  
Saturdays between 12 and 6, or by  
appointment. (06 522 2299).

PARIS

Odon Redon: Some 500 oils, draw-  
ings and pastels given by Ari and  
Suzanne Redon show the symbolist  
painter's anguished isolation from  
the mainstream of impressionist  
painters while he follows the tor-  
ments of his imagination and the  
inspiration of his dreams. Musée d'Art  
et d'Essai,

## THE ARTS

Cinema/Nigel Andrews

## The truth—as far as it goes



Sean Penn and Timothy Hutton

The Falcon and the Snowman, directed by John Schlesinger; Into the Night, directed by John Landis; Choose Me, directed by Alan Rudolph; Number One, directed by Les Blair; City of Pirates, directed by Raul Ruiz.

"A true story of friendship and espionage" says the poster for *The Falcon and the Snowman*, which tells of the two young Americans, Chris Boyce and Daulton Lee, who sold spy-satellite secrets to the Russians in the 1970s. Boyce (Timothy Hutton) was the "Falcon" nicknamed after the bird he flew as a boyhood hobby. Lee (Sean Penn) was the "Snowman," named after his two innocuous but far more profitable hobby of peddling cocaine and heroin. In the mid-1970s Boyce, working in an intelligence-monitoring centre for the CIA, began using Lee as a courier to sell top-secret information to the Soviet Embassy in Mexico City.

"True stories" in the cinema should always come with a government health warning. There are many kinds of truth, and there's often a gap the size of the Grand Canyon between, say, the "whole truth" and "nothing but the truth." John Schlesinger's *Choose Me*, Robert Lindsey's book about Boyce and Lee is, scrupulously, the latter—give or take some minor and inoffensive embellishments to make the package more colourful and characterful. (A cipher room shredding-machine used as a cocktail mixer; blasts of here-we-are-in-Mexico local music and pageantry.)

But the film is so far short of the "whole truth" that even at a sturdy 2½ hours we wonder if a subtle exercise in propaganda-by-omission isn't being perpetrated. The background to the friendship between Boyce and Lee is sketched in scarcely at all. But for brief glimpses of them together in schoolboy snapshots, we'd think their matiness was immaculately conceived in late teenhood on the rich suburban hills of Palos Verdes, LA, where their families are near neighbours.

The result, and perhaps the aim, of this foreshortened history is to make us see the friendship as shallow-rooted, so that we may more easily separate the irresponsible, whacky, dope-peddling Daulton from the pensive, politically conscientious Chris.

That is the simplified bifurcation which John Schlesinger and screenwriter Steven Zailian are anxious to effect. In fact, Boyce and Lee were firm friends from childhood, and had a fair share of each other's vices and virtues. But you would never suspect it from exaggerated non-affinity, in the movie, between Timothy Hutton's holly California radicalism and the light of crassness shining in his eyes as

*Into the Night* is a madcap chase movie cast into deepest

darkness. Everyone is chasing

Las Vegas—where five

people else across night-time

Los Angeles. The audience will

want to flag the cast down

say, "Hang on, could we go back

to the beginning and start again,

this time with a proper plot?"

Jeff Goldblum is the insomniac young man whose wife is

having an affair. Michelle Pfeiffer is the blonde he rescues

one night from four Iranian

assassins in an airport car park.

David Bowie, Dan Aykroyd,

Paul Shiegel and Roger Vadim are

among the infinity of guest stars

littering a plot about stolen

jewels, murder and interna-

tional intrigue.

Director John Landis showed

in *The Blues Brothers* and *An*

*American Werewolf in London*

that when it comes to comedies

of the screwball variety he can

only do decent, if slightly

unoriginal, stuff.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

together.

It's as if Feydeau and Lewis

Carroll had been involved in a

near-fatal accident together,

and the plastic surgeon had

sown one bumbe

# FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY  
Telegrams: Finantimo, London PS4. Telex: 8954871  
Telephone: 01-248 8000

Friday April 19 1985

## Warning bell from the U.S.

THE OFFICIAL U.S. estimate released yesterday that the real growth of this giant economy slowed to a 1.3 per cent annual rate in the first quarter of 1985 may well prove to give an exaggerated picture of the rate of the U.S. slowdown — the ifs and buts are discussed briefly below. It is an important economic, financial and political event, all the same.

It poses an economic challenge to America's trading partners, for they cannot now afford the luxury of a leisurely argument over the right response to a future slowdown. It has started. The financial markets have responded instantly, leaving the monetary authorities — especially in London — increasingly far behind. The political repercussions are likely to follow all too quickly: a much louder protestation clamour in the U.S. Congress.

### Influences

This may seem an unduly portentous message to read into a possibly misleading set of figures for a single quarter; there are strong reasons for thinking the warning is appropriate and timely, even if the figure may be exaggerated. The suspect elements are visible enough. First quarter activity was no doubt affected by the severe winter weather, the estimate for the GDP deflator, which reduces quite high nominal growth to the low estimate for real growth, far above trend, and some tax factors were delayed. All these factors suggest some rebound.

For the longer term, however, there are depressing influences which are still gathering force. U.S. companies are being driven by competitive pressures to turn increasingly overseas for components and, even to contract out total production — a slow process which will be equally slow to reverse. The sharp rise in inventories in the quarter is almost certainly unplanned, and therefore sinister; even if final demand remains fairly stable, a sharp inventory correction is highly possible. Meanwhile, personal income growth is far below the growth of nominal demand, and must sooner or later depress final sales.

Politically, the most explosive figures are those showing the continued collapse of U.S. net exports, and these at least are entirely credible. These tighter

conditions in the U.S. productive economy have been foreshadowed for some months in falling investment figures, and have already sharply depressed the trade of some economies such as South Korea, which have quite a large role in subcontracting for U.S. electronics and capital goods industries.

The effect on the consumer and luxury trade, which Europe is a much larger share, will be delayed and muted, but will still be important. As the U.S. Treasury Secretary, Mr James Baker, reminded his colleagues in the IMF interim committee, U.S. demand has accounted for nearly half West European growth in the current recovery.

### Response

What action is needed to meet these threats? The IMF itself, arguing from its own forecast of 3.4 per cent U.S. growth this year — which will look absurdly optimistic if we get another quarter like the first — urges caution. Any measures to expand output in other countries to make up the running from the U.S. should be modest and steady. This would be supported by the UK government and the German Finance Ministry (but not the Department of Economics). It would be criticised as far too bankerly and restrictive by the French, the OECD secretariat (talking privately) and by the third world.

Some more positive and convincing response may emerge from the round of international meetings which continues for another month — especially a commitment to new trade deals. Meanwhile we would urge that while the fiscal options are reassessed, as they will have to be, the monetary response to the sharp weakening of the dollar should be prompt and adequate. If the U.S. figures are anywhere near the truth, there is now an opportunity to restore something near normal real interest rates, and so reduce a heavy constraint on both governments and enterprises.

If, in three months, the U.S. credit boom proves livelier than looks likely, and rates have to edge up again, the sky will not fall. We will simply be back where we thought we were when the winter forecasts on which present policies are based were drawn up.

## New home for the takeover panel

THE CITY Code on Takeovers and Mergers appears today in an extensively revised edition. A number of detailed additions and amendments have been made to the rules but there have also been some simplifications and deletions and overall the code is said to be slightly shorter than before.

But as the City of London's takeover practitioners grapple with the new looseleaf format and come to terms with the new numbering of nearly all the general principles and rules, much more important changes are being prepared behind the scenes.

At present the panel is paired with the Council for the Securities Industry, which brings together most of the major interest groups within the financial markets. The CSI is due to fade away over the next year or two with the development of the Securities and Investments Board, a tougher watchdog body which will have statutory backing, although it will aim to work through a variety of self-regulatory agencies.

The recent government White Paper on financial services bold out an offer of legislative support for the Takeover Panel. It will be welcomed by practitioners and users feel that the statutory backing would be helpful to the Government would, according to the White Paper, be willing to consider it. But the panel is nervous about taking up such an offer.

### Enforcement

A private paper setting out the range of options available has been prepared by the executives of the panel and will be considered by a full session of the panel itself in a few weeks time. These options range from continued independence at one end of the scale to some form of absorption within the regulatory apparatus of the SIB at the other.

The appeal of statutory backing is that it would give the panel teeth of a kind that it has not possessed in the past. It is true that up to now the panel's lack of powers of enforcement has not been crucial: it has been able to wield the threat of censure, or the voluntary excommunications of culprits by City banks and brokers, and this has been sufficient except in one or two cases. But

B RITAIN'S heavy engineering industry and Westinghouse Electric of the U.S. may be on the verge of a partnership which could make the UK a new international centre of nuclear operations.

It became clear this week that the Central Electricity Generating Board has asked Westinghouse to undertake the entire £200m nuclear steam supply system — in effect, the reactor and all that wraps round it — for its Sizewell B project, subject to government approval for the project following the recent lengthy inquiry.

But this is not the only bundle to be surmounted. The British nuclear industry, with only two nuclear plants exported in two decades, has a poor export record, except for a few special components. There are also doubts whether, even if Sizewell B is approved, the Government will sanctio more orders at the rate needed to rebuild and maintain a healthy indigenous industry.

Westinghouse is already working closely with sub-contractors, Babcock International, NEI and CEC, both on Sizewell B. There are opportunities for overseas reactor sales. One Westinghouse executive says the international market for reactor orders shows "more activity than we have seen for 10 years."

The National Nuclear Corporation — the consortium which is building the reactors already under construction in Britain, but has only a subsidiary role in Sizewell B — has now declared a serious interest in joining with Westinghouse. This possibility is secured publication at the CECB, for it implies that the NNC may at last be willing to shoulder some of the financial risk of nuclear technology. All past and present NNC nuclear reactor projects have been undertaken on a cost-plus basis, which means that the client is forced to shoulder some of the financial risks.

The new company — whether Westinghouse-owned or an Anglo-U.S. joint enterprise — is to be set up in Cheshire and headed by Sir Briton Mr Bruce Tait, the current managing director for Westinghouse in Britain.

The CECB has stipulated that this company must order as much of the reactor technology as possible in Britain, subject to getting satisfactory tenders on quality and price, because of continuing strong political, industrial and union pressure.

Sir Walter Marshall, CECB chairman, now says he is "pleasantly surprised" how much can be done competitively in Britain.

Some more positive and convincing response may emerge from the round of international meetings which continues for another month — especially a commitment to new trade deals. Meanwhile we would urge that while the fiscal options are reassessed, as they will have to be, the monetary response to the sharp weakening of the dollar should be prompt and adequate. If the U.S. figures are anywhere near the truth, there is now an opportunity to restore something near normal real interest rates, and so reduce a heavy constraint on both governments and enterprises.

The reactor is the Westinghouse pressurised water reactor (PWR). Even though Britain has never built a big PWR — it has built 21 small ones for the Navy — the participation of Westinghouse ensures that Britain enters the market with the full weight of the company's guarantees on performance and integrity. Westinghouse has 55 company-designed stations operating worldwide and many more based upon its PWR design.

In evidence to the Lords Select Committee on Takeovers trade this week, Sir Walter said the big NNC shareholders like Babcock, NEI and CEC are now up to world standards in the quality and price of the nuclear engineering. Only 3.5 per cent of the value of Sizewell B would have to be imported, and this figure could fall to 1 or 2 per cent for subsequent British orders — about the same as for an advanced gas-cooled reactor or a coal-fired station.

To get British industry poised

has been refurbishing the older Magnox nuclear stations. It has no overseas contracts — the AGRs have proved expensive to build and painfully slow to construct and commission, and no other nation has ever seriously sought to buy one.

The PWR, in contrast, is the world's most ubiquitous nuclear reactor, used in every nuclear submarine and a majority of the 344 nuclear stations operating at the turn of the year.

Armed with a government instruction in 1980 that the NNC was to take responsibility for the design and construction of the proposed Sizewell B project, the company began to

design a "British PWR" based

on a Westinghouse licence.

The design was ingenious but

drifted so far from the Westinghouse design as to risk losing the guarantees which accompanied a Westinghouse licence.

The cost was horrifying.

That design was abandoned in

1981 and a nuclear task

force appointed to redesign Sizewell B in time for the public inquiry of the past two years.

The task force, headed by Dr

(now Sir) Walter Marshall,

concluded that the way to build in Sizewell B design would be to stick closely to the Government's approval and make suppliers and place design contracts for long lead items such as the pressure vessel and turbo-generators. The aim is a fast start if the project eventually gets a green light from Government.

"It was a mistake," says Sir

Walter Marshall, now CECB chairman.

It was a mistake because the British system of nuclear licensing places legal responsibility for safety squarely with the operators.

The CECB had not

realised that this responsibility had

to have a major role in the design.

It was also a mistake because the CECB, not NNC, carried sole financial responsibility for Sizewell B just as it had done for all its previous 13 nuclear stations.

The CECB gave Westinghouse the contract worth about £100m for design and supply

of the primary circuit. But it

stipulated that Westinghouse must shop diligently in Britain

for competitive tenders.

The CECB was, in its own words,

very pleasantly surprised to find

how much of this very demanding contract British industry is capable of supplying to Westinghouse standards at a competitive price — over 90 per cent, it turns out.

As the CECB's solution was the

project management board for

Sizewell B, set up last summer

as a CECB subsidiary headed by a board member, Mr John Baker, its chief witness at the Sizewell B public inquiry. This

design and construction team of about 320 has drawn its

nuclear engineers and scientists

in the 1970s.

To get British industry poised

has been refurbishing the older

Magnox nuclear stations. It has

no overseas contracts — the

AGR's have proved expensive

to build and painfully slow to

construct and commission, and

no other nation has ever seriously

sought to buy one.

The PWR, in contrast, is the

world's most ubiquitous nuclear

reactor, used in every nuclear

submarine and a majority of the

344 nuclear stations operating

at the turn of the year.

Armed with a government

instruction in 1980 that the NNC

was to take responsibility for

the design and construction of the

Sizewell B project, the company

had to go back to the drawing board

and start again from scratch.

The CECB had not

realised that this responsibility had

to have a major role in the design.

It was also a mistake because the CECB, not NNC, carried sole financial responsibility for

Sizewell B just as it had done for all its previous 13 nuclear stations.

The CECB gave Westinghouse the

contract worth about £100m for

design and supply

of the primary circuit. But it

stipulated that Westinghouse must

shop diligently in Britain

for competitive tenders.

The CECB had not

realised that this responsibility had

to have a major role in the design.

It was also a mistake because the CECB, not NNC, carried sole financial responsibility for

Sizewell B just as it had done for all its previous 13 nuclear stations.

The CECB gave Westinghouse the

contract worth about £100m for

design and supply

of the primary circuit. But it

stipulated that Westinghouse must

shop diligently in Britain

for competitive tenders.

The CECB had not

realised that this responsibility had

to have a major role in the design.

It was also a mistake because the CECB, not NNC, carried sole financial responsibility for

Sizewell B just as it had done for all its previous 13 nuclear stations.

The CECB gave Westinghouse the

contract worth about £100m for

design and supply

of the primary circuit. But it

stipulated that Westinghouse must

shop diligently in Britain

for competitive tenders.

The CECB had not

realised that this responsibility had

to have a major role in the design.

It was also a mistake because the CECB, not NNC, carried sole financial responsibility for

Sizewell B just as it had done for all its previous 13 nuclear stations.

The CECB gave Westinghouse the

## POLITICS TODAY

# Labour escapes from its past

By Malcolm Rutherford



Neil Kinnock, John Smith and Roy Hattersley: shaping new economic and industrial policies

THERE is no doubt about it: reports that there has been a significant recovery in the morale of the Labour Party in the last few weeks are true.

It is not so much that the party has a lead in the opinion polls. Measured against what has happened in former times, the Labour lead is still slender. Indeed, a strong case could be made for saying that Mrs Thatcher's second administration, around mid-term, is doing remarkably well. The Prime Minister had no difficulty in dealing with Mr Neil Kinnock's criticisms of her Asian tour at Question Time in the House of Commons on Tuesday.

Labour has also yet to be tested against the SDP-Liberal Alliance, which for many months now has had no opportunity to shine in a Parliamentary by-election. And the party still scores own goals: witness the way Mr Michael Meacher, the shadow Social Services Secretary this week went off on his own a new plan for funding local government. It seems to have told his colleagues where he was doing: a sure recipe for getting in a mess.

Yet something deeper has changed. There has been a realignment of forces within the party. The battle has shifted from one section of the Labour Party fighting another—the Labour Party as a whole fighting the Government, and sensing that it might yet win.

It is very difficult to put a finger on precisely why, and when the change came about. Around the end of the miners' strike was a help. The people who called for a general strike—Mr Tony Benn and Mr Arthur Scargill, the NUM leaders—and failed to get it were seen to have been defeated and shown to be unrealistic. The process of reselection of sitting Labour MPs has also turned out so far to be a fairly damp squib: very few sitting members have been rejected.

Some reasons for the new confidence, however, may go back over time. The party is admitting that during the past 20 years or so it made many mistakes. The Labour administration that took office in 1964 promised more than it was able to deliver. That was followed by a reaction: the generation of 1968, the year of the student revolutions across Europe, which blamed Labour for not being radical enough.

The result was that Labour turned on itself. There was,

always a faction, manifest in the constituency and at party conferences, assuming the Left of failure because it had been insufficiently socialist. That trend continued throughout the 1970s and up to, and shortly after, the general election of 1983.

Yet 1983 is now a long time ago. Some of the younger Labour MPs went to university in the 1970s: Mr Tony Blair, Member for Sedgefield, for example, and Mr Nick Brown, Member for Newcastle upon Tyne East. In turn they reacted to the extremism of the 1983 general election. They realised the simple truth that the party might do better if it worked together rather than fighting internal battles: seeking, if not Jerusalem, at least general improvements.

The extent of the defeat in 1983 took a while to sink in. Not only did the Labour share of the vote seem to be in continuing decline; there was also the new threat from the Social Democrats and the Alliance. Probably the defeat of the miners' strike showed that much of the left-wing rhetoric stood for nothing. The far Left called for solidarity and got nowhere. No serious party can afford to ignore that lesson. It is in the question of forging a Left that may not offer perfection, but is capable of winning power.

There have been several signs of this growing internal confidence and desire for unity in recent months. The Left no longer attacks Mr Denis Healey, and indeed is rather grateful to him for staying on and giving the party the benefit of his experience and debating prowess. More than one prominent left-wing MP now regrets that Mr Healey did not become leader of the party seven years ago.

Again the members of the party's National Executive Committee have ceased to be the sort of sessions that Mr James Callaghan, when he was leader, used to dread. They have been given the task of the 1983 general election. They realised the simple truth that the party might do better if it worked together rather than fighting internal battles: seeking, if not Jerusalem, at least general improvements.

The new mood in the Labour Party is based on talking about the future and being a party for the whole country, picking up votes in the south as well as just defending the northern strongholds.

Part of it is simply belated common sense. Labour had to pull itself together, otherwise it would have gone on atrophying. There may also be some of the genuine theory of politics. Thatcher has been Prime Minister too long now for the electorate to go on giving her the benefit of the doubt.

Yet the biggest single boost to Labour in the last few weeks came from the Budget and the subsequent Government White Paper on Employment. The Budget, Labour thought, was an anachronism. Probably its effects can be partially remedied by falling interest rates in due course and another go at tax-cutting next year. But for Labour the White Paper was a godsend. It revealed both all and nothing. It consists very largely of a list of measures that have been taken so far as regards that there is no evidence that there are to be taken except more of the same minor supply-side changes.

The White Paper is thus a watershed. Can Labour, or anyone else, produce credible alternative economic policies before the election takes place? The announcement of the formation of the Employment Institute, backed by members of all parties and outsiders, this week confirms what has long been apparent. The question of jobs is now the overriding issue in British politics.

In a quiet way, Labour's research on economic and industrial policy has been advancing steadily in the last few months. The Jobs and Industry Campaign has already been launched and will run until the election. It is a more professional than the Labour Party used to be and a lot of old baggage is being jettisoned.

The starting point has been a little notice document, published in Rebuilding Britain, before the election in 1983. A new and very much revised version should be available by July; the Liaison Committee is due to put the finishing touches to it at a meeting next Monday.

What is notable about it so far is the way it rejects old-style redaction as a panacea. "Most people think of Labour as a party that cares," says a background note based on private opinion polls, "that doesn't know how to generate wealth and that prints money to solve economic problems."

It goes on: "There is support for some of our policies taken

individually—in particular for investment to develop new technologies and modernise traditional industries and for investment in infrastructure and training—but these are not seen as Labour policies. And there is considerable concern for the unemployed, especially the young unemployed."

In other words, Labour is picking up some of the Tory themes of modernisation and competitiveness and seeking to make them its own through a more human form. The old idea of pay norms or a formal incomes policy is likely to be out and the danger of over-emphasising the potential role of Government spending is repeatedly mentioned. Even the 1983 plan for an annual national economic assessment is being downgraded. Instead, all the emphasis is increasing co-operation between workers and management at plant level.

The object of the attack is the Tory claim that management can be left to manage. The result of that, Labour says, is 4 million unemployed. Employers left to themselves do not do enough in the way of training; the Government must give more of a lead. A prominent place will be given to a National Investment Bank.

Readers will judge for themselves the merits of the proposals when they become fully known. One should note, however, the change of theme. Labour is beginning to talk about the 1980s rather than harking back to the 1960s and 1970s. It is looking too, to a new generation: the people between 15 and 24 who have known only the period of high unemployment since they left school.

Meanwhile, the strength and relative youth of the Labour front-bench team should not be underestimated. Mr Kinnock, Mr Roy Hattersley and Mr John Smith, perhaps the Labour spokesman whom Tories fear most, are working hard on new economic and industrial policies.

This is not a prediction but a fact. The law has been changed since 1971 when electoral contests were first permitted. Few opponents, however, ever came forward, and only a maximum of 5 per cent of local council seats and 1 per cent of parliamentary seats were contested.

The new law merely makes mandatory what has been allowed since 1971 when electoral contests were first permitted. Few opponents, however, ever came forward, and only a maximum of 5 per cent of local council seats and 1 per cent of parliamentary seats were contested.

Why? One perfectly good reason for would-be contenders to stay home was that the prize of victory has not been worth the hassle of the contesting. Until recently local councils had little power, while the parliament, at least in its four times a year plenary session, is still the classic Soviet-style rubber stamp of decisions already taken elsewhere.

But there are deeper, psychological problems at the root of this half-way house democracy. Every candidate has

## Lombard

## Politics without policies

By David Buchan in Budapest

WANTED: A minimum of 85,704 Hungarian political candidates before May 15, 1984, of them to aspire to national parliamentary office and the rest to local council seats. Fifty per cent or less chance of success in the June 8 election. Salary: zero, expenses included. Qualifications: political conformity and ability to wage purely personal campaign against like-minded opponent without being too personal.

Hardly the sort of job advertisement likely to create a stampede to the candidate selection caucuses that began across Hungary this week. But it is precisely what new Hungarian elections are going to be: totally empty of content, like Miss World beauty contests, or some mud will be slung. It would strain human nature if candidate denied any other weapons, were not to fight each other on personal grounds.

Equality of religion to human nature is the idea, put about by the Hungarian authorities who are desperate to find the necessary 86,000 candidates. That candidates, defended on personal grounds, should not take their defeat personally. The big advantage of the western multi-party system is that a defeated politician, unless he or she does of his or her party, has plenty of allies for consolation. Voters were too stupid to understand my policies, they weren't ready for such sensible policies, my rival mispresented my party's platform, and so on.

There can be no such alibis under the Hungarian system. As even Mr Imre Pozsgay, head of the People's Patriotic Front, the country's largest party, which gave us Rubik's cube should attempt this political sleight of hand. But Hungary's communist elite is not the only one in the region to try by such means to put some life back into the political process in the name of deepening "socialist democracy." A new Polish law requires multi-candidate local elections, and even Romania charged with giving every one of all candidates a seat on the assembly.

The new law merely makes mandatory what has been allowed since 1971 when electoral contests were first permitted. Few opponents, however, ever came forward, and only a maximum of 5 per cent of local council seats and 1 per cent of parliamentary seats were contested.

Why? One perfectly good reason for would-be contenders to stay home was that the prize of victory has not been worth the hassle of the contesting. Until recently local councils had little power, while the parliament, at least in its four times a year plenary session, is still the classic Soviet-style rubber stamp of decisions already taken elsewhere.

But there are deeper, psychological problems at the root of this half-way house democracy. Every candidate has

## Executive salaries

From the Managing Director, Webb-Brown International

Sir—The recent pay increase for Mr John Harvey-Jones was patently justified, if one judges it by the performance of his company. For too long it has been accepted that the pay differential between top management and the work force should be smaller by comparison with most other countries. It seems that the conscience of British management has not allowed them to seek a large rise, principally because of the menace (and also the all-pervasive vice of envy). When, however, one looks at what senior managers in America earn compared with other countries, and one sees the corresponding performance of American industry, one can only believe that large salaries for the top executives benefit the company as a whole. It is in this case that everybody in the company, from the top executive to the lowest paid worker, should benefit from either bonuses or share options. The reverse should also apply that if a company does badly, everyone should suffer by losing their bonus.

Lex (April 15) made the point that there should be much more responsibility accepted by non-executive directors in fixing the remuneration (both salary and bonus) of their executive colleagues.

So far this very important role is not one which many companies have been willing to delegate to non-executives. In France and Germany it is the members of the non-executive boards who determine the remuneration of the senior full-time executive directors.

M. L. Webb-Brown, 27a, Jones Street, WC2.

## Going through the roof

From Mr L. Di Marco  
Sir—On recent performance, Kenneth Corfield's salary will be in the film bracket by 1988, and have broken through £100m by the millennium. It is high time that STC, ICI and British formed units to market the talents of their chairmen.

In time I envisage the flotation of a new company founded by messrs Corfield, Harvey-Jones and Giordano on the USA. Something under the Sinclair banner seems appropriate, with Robin Wilmut as non-executive chairman. I feel sure they face strong competition from the rival consortium under Michael Edwards.

Leon Di Marco, 49, Essenden Road, W9.

## Decontrol of rents

From Mr A. Walker  
Sir—Samuel Brittan's article (April 15) advocating the

## Letters to the Editor

decontrol of rents demonstrates the consistent failure of neo-classical economists to consider the financial aspects of the property market. The rent that a prospective landlord requires to enter the area is determined by the market rate of return and the current value of the asset. This rent is less than the mortgage payments net of tax relief on the property. Even if this relief were abolished, as Mr Brittan implies he might favour, house price inflation would mean that market rates would rise in line with current values, quickly overtaking the mortgage costs on an equivalent property which are fixed by the historic purchase cost.

The point is this: anyone who can afford market rents can afford to buy, end, given the relative advantages of the latter, only the highly mobile would have any incentive to rent.

For those moving in search of the low paid jobs, which I suspect Mr Brittan has in mind, decontrol would do little unless it was accompanied by substantial increases in housing benefit.

Andrea Walker,  
Catholic Housing Aid Society,  
189a Old Brompton Road, SW5.

## Anti-fouling paints

From the Parliamentary Under-Secretary of State, Department of the Environment  
Sir—Mr Levick (April 13) refers to investigations by scientists at the Government's Fisheries Laboratory into the effect on marine species of anti-fouling paints containing tributyl tin (TBT), conducted by him and others. His comments call for a number of factual corrections.

Problems with Pacific oysters alleged to be caused by TBT were first reported in 1981 by French scientists. Because the effect is particularly pronounced on Pacific oysters, whose shells become grossly deformed, early work in this country concentrated on this species. TBT was detectable in both water and oyster tissues at all sites where this species had consistently failed to grow well in MAFST trials. Laboratory tests showed that at concentrations of TBT typical of those found in the field surveys (0.1 to 2 parts per billion (ppb) in water) serious shell deformation occurred in young Pacific oysters. Field trials at sites with and without boats in clear and muddy waters (it had earlier been thought that Pacific oysters did not like muddy waters) produced effects

identical to those predicted from laboratory tests: shell deformation occurred only in those estuaries where boats were moored, and only in those estuaries was TBT detectable in the water and oysters.

In the last year further laboratory tests have been carried out which suggest that the larval and juvenile stages of several other marine species are adversely affected by concentrations of TBT at or below those detectable by current analytical techniques (ca 0.1 ppb in water). Recent laboratory tests with the Native Flat oyster have shown that reproduction in this species is seriously affected at 0.2 ppb TBT in water.

Many publications in the scientific literature support the findings of the Government's scientists, including some referring to growth of marine phytoplankton being stopped by concentrations of TBT as low as 0.06 ppb in water, i.e. well below those found in some estuarine waters. This is the basis of the statement in my previous letter. Mr Levick misleads by referring to the slight concentrations required to kill marine phytoplankton, but in this case stopping or even inhibiting growth is cause enough for concern.

William Waldegrave,  
2, Morsham Street, SW1.

## Pension fund managers

From Mr K. Jacks  
Sir—I was interested to read Mr Freethy's letter of April 13 condoning the Eric Short's article about the effects of dollar hedging on UK pension fund performances. Unfortunately, Mr Freethy appears to have misunderstood the points made in the report on which the article was based.

There are four questions raised by our 1984 general report: Is hedging of currency risks appropriate for pension funds? Most economists would agree that, in the long term, the value of any currency will reflect the underlying strength of that country's economy.

Although, say, the dollar may fall in the short term, in the reason for investing in the U.S. is because of the basic economic strength of that country, this factor will also be reflected in the long term comparative position of the currency.

Are fund managers genuinely "hedging" portfolios? It is common for an industrial company, where payment for goods or services is due in foreign currency in, say, three months to sell that currency three months forward so that the pay-

ment is totally insulated from currency movements in the interim. The situation with pension funds is utterly different. Managers have hedged their dollar exposure by selling dollars forward. This would only insure portfolios against currency fluctuations if the overseas portfolio were to be repatriated at the end of the hedging period—typically six months. Alternatively, if the hedging were to remain as a permanent feature of the overseas portfolio, in practice, most portfolios remain invested in the U.S. for many years, and the hedging operations are only short-term in nature. Under these circumstances, selling dollars forward is therefore not "hedging"—it is really an investment decision, aimed at making money from a falling dollar. This would not commend itself to fund managers if expressed in these terms to their clients, but if they had done so, how many trustees would have been happy to allow their pension funds to have been involved in currency speculation, with all the attendant risks? Losses achieved in 1984 were real, met from cash balances as opposed to selling overseas securities. Our comments are not in any way "subjective," as stated by Mr Freethy—they are based on fact.

Does measurement of performance result in a change of philosophy by investment managers? If the hedging operations made by investment managers in 1984 were inspired by a desire to improve short-term performance comparisons (and a number of managers have privately admitted to me that they were), then this is a case of "the tail wagging the dog." Performance measurement is an essential element of the efficient administration of a pension scheme, but its function is to monitor the actions of the fund manager—not to influence them.

In making criticism, is Cubic Wood simply speaking with the benefit of hindsight? We have been arguing this case for over a year and although the attitude of some has sharpened the argument somewhat, we have believed that it is appropriate to question hedging operations. Keith M. Jacks,  
Cubic Wood and Co.,  
P.O. Box 144, Norfolk House,  
Wellesley Road, Croydon.

## Workers all

From the Managing Director, Industrial Aids  
Sir—I was interested to read in *Men and Matters* (April 17) that Touche Ross is a wife and mother. Are the other nine husbands and fathers? (Miss) Norveila Forster, 14, Buckingham Palace Road, SW1.

MISSOURI.  
The Profit Center.

If you're considering expansion or relocation in the U.S., you'll profit from being right in the center. In Missouri. Because Missouri is more than just the population center of the U.S., it's also a major transportation center.

From highways to waterways, Missouri's central location can save you time and money. Missouri has six interstate highways, 20 great railways, two major waterways, the Missouri and the Mississippi rivers and more than 250 air facilities. Our two international airports offer flight service to Europe including a non-stop flight from Gatwick airport.

Missouri enjoys a superior quality of life at a surprisingly affordable cost. Productivity is high and taxes are low (48th in the nation). Join the growing list of European companies that have made the move to Missouri. You'll profit from being right...in the center.

**Missouri is right...in the center**

Let Missouri show you why its The Profit Center. Complete this coupon and mail it to Peter Armstrong, State of Missouri International Business Office, Emanuel Leutze-Strasse 1, 4000 Dusseldorf 11, Federal Republic of Germany. Or call Peter Armstrong at (0211) 59-20-25 or (0211) 59-20-26 or Telex 858-4645 JCMO-d.

NAME.....

TITLE.....

COMPANY.....

ADDRESS.....

PHONE.....

Friday April 19 1985

## Washington appears ready for Mid-East peace role

By Tony Walker in Cairo

CLEAR SIGNS that Washington is again preparing to play an active role in efforts to end the Arab-Israeli conflict emerged yesterday at the conclusion of talks between Mr Richard Murphy, U.S. Assistant Secretary of State for Middle East Affairs, and Egyptian officials.

According to Egyptian sources Mr Murphy did more listening than talking in meetings over the past few days with President Hosni Mubarak, Foreign Minister Esmat Abd el Meguid, and Prime Minister Kamal Hassan Ali, but they can conclude that the U.S. was prepared to commit itself to renewed efforts to revive the stalled peace process.

Mr Murphy would only say that his discussions covered "a wide range of subjects in an open, candid manner." The U.S. envoy had already visited Jordan and Israel and was going on to Syria and Saudi Arabia in a tour described by American officials as "exploratory."

Washington appears seriously interested in President Mubarak's proposal for first-stage discussions between the U.S. and a joint Jordanian-Palestinian delegation, leading to possible direct Arab-Israeli talks. U.S. and Jordanian officials are understood to have had preliminary discussions about the mechanism for such a meeting.

The U.S. public position is that it will not have dealings with the Palestine Liberation Organisation and that the West Bank issue should be dealt with by the Israelis and Jordanians. But officials in Cairo and Amman hope that a compromise formula could be arrived at that would allow U.S. involvement in a new round of peace talks broadly along the lines suggested by Mr Mubarak.

Officials here note that King Hussein of Jordan will meet President Ronald Reagan in the U.S. next month. They say the visit could mark an important stage in efforts to revive the peace process.

King Hussein has managed to draw Mr Yasser Arafat's mainstream PLO into a moderate grouping with Egypt to pursue peace, and the Hussein-Arafat accord on February 11, which embraces the principle of "exchanging land for peace," is widely regarded as a possible watershed in Middle East peace making efforts.

Western diplomats in Cairo are saying the apparent U.S. willingness to play a more active Middle East role follows Mr Mubarak's visit to Washington in March. The Egyptian leader is credited with encouraging a reassessment of American policy, which had been to remain on the sidelines.

Meanwhile, senior Egyptian officials are saying that a proposed summit meeting between Mr Mubarak and Mr Shimon Peres, Israel's Prime Minister, is unlikely to take place in a "matter of weeks" as suggested by Mr Ezer Weizman, Israeli minister without portfolio, in Cairo this week.

U.S.-Israeli production of ships and missiles agreed. Page 4

## Bonn team to study role in star wars research

BY RUPERT CORNWELL IN BONN

WEST GERMANY will send a team of experts to the U.S. to examine the basis for a possible German stake in research into the controversial space-based Strategic Defense Initiative (SDI).

The announcement was made yesterday by Chancellor Helmut Kohl in a keynote speech to the Bundestag, in which he gave his basic approval for the start of work by the Americans on an anti-missile defence system based in space.

His stance contrasted strongly with the outright hostility to SDI displayed by the opposition Social Democrats (SPD), who argued that the U.S. scheme would make arms control more difficult, set off a new weapons race between the superpowers, and reduce the security of Europe.

Chancellor Kohl argued that a decade's work already carried out by Moscow into a space-based system gave every justification for Washington to start research of its own without breaching the existing anti-ballistic missile (ABM) treaty of 1972.

West Germany will base its final decision on three considerations:

the outcome of expert discussions in Washington; the result of talks between Government and interest

industry in Germany; and consultations with its European partners.

The hope is to arrive at a joint European stance on the SDI question. Although the topic is not formally on the agenda of the meeting of defence and foreign ministers from the Western European Union (WEU) in Bonn on Monday and Tuesday, the issue of a joint position of the seven countries involved – the original EEC six plus Britain – is bound to overshadow next week's proceedings.

Ten days later Chancellor Kohl will take up SDI with President Ronald Reagan during his state visit to West Germany. Bonn is doubly keen to reap adequate technological benefit from participation after the bitter row over its acceptance of an admittedly inferior U.S.-made aircraft identification system for the German air force.

Herr Kohl made it clear, however, that West Germany would not take part in the research work only if it were guaranteed a "fair partnership" in the technology that would be involved.

"We have to be interested in securing access for our own industry to results from the research, which could have major civilian applications," he said. "But we must also make sure that Germany and Western Europe do not fall into a second class technological dependency on the U.S."

He stressed that Bonn would not be pushed into an early decision by Mr Caspar Weinberger, U.S. Defence Secretary, set 60-day deadline for his formal offer on March 26 but this was subsequently dropped.

West Germany will base its final decision on three considerations:

the outcome of expert discussions in Washington; the result of talks between Government and interest

industry in Germany; and consultations with its European partners.

## Airlines disagree on Laker anti-trust action

By Duncan Campbell-Smith  
in Geneva

BRITISH AIRWAYS' (BA) attempt to seek an out-of-court settlement of the \$1.05bn Laker Airways anti-trust suit is balanced on a knife edge after five months, after an apparently abortive meeting yesterday between BA and its fellow airline co-defendants in Switzerland.

The suit, launched in November 1982 on behalf of Laker Airways creditors by its liquidator Mr Christopher Morris, of accountants Touche Ross, alleges that BA and other international airlines conspired to force Laker out of business. The company failed in February 1982.

Sir Freddie Laker and Mr Robert Beckman, his U.S. attorney, are posing an acute dilemma for the 10 airlines involved by keeping up an aggressive stance towards repeated attempts to include them in the proposed settlement. The airlines yesterday failed to agree on a solution.

Sir Freddie and Mr Beckman have refused to make any formal response so far to the \$16m offer presented to them as a part of a total settlement now thought to be worth just over \$70m. Instead, the two men are believed to be pressing for compensation nearer \$20m.

BA is known to be anxious to reach a binding deal with them, alongside a comprehensive agreement with all the creditors of Laker Airways represented by Mr Beckman, in his other capacity as counsel to the Laker liquidator – in the U.S. anti-trust suit.

The UK flag carrier is now insisting that, to clinch any final negotiation with Sir Freddie in the days ahead, it needs the formal backing of its co-defendants – which they have again refused to give.

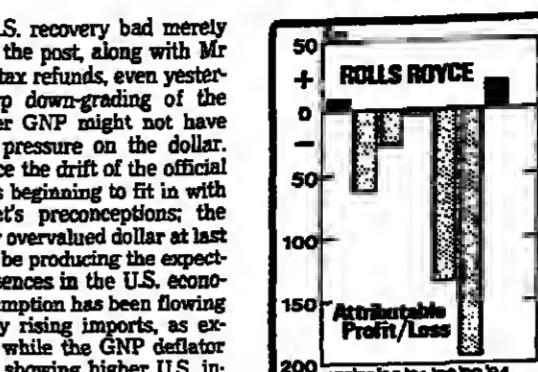
Mr Bill Park, of London solicitors Linklaters & Paines, who act for BA, chaired a meeting in Geneva's Panta hotel that began at 6 am yesterday and continued into the afternoon. Originally scheduled for Wednesday evening, the meeting was arranged at the last minute to allow both TWA and Pan-American, the two U.S. airlines cited in the suit, to be represented.

It was a measure of the importance of the meeting's importance, its detailed outcome must be a serious disappointment to BA. In addition to the problem of Sir Freddie, the airlines still seem some way from agreeing on the aggregate size of the settlement and their individual contributions to it.

They are all agreed on the desirability of a settlement, which BA now seems confident that it can persuade Laker Airways' creditors to accept. But if none of the airlines is prepared to commit itself to a package until Sir Freddie is paid off, the pressure on BA to take care of that aspect on its own – giving the green light to privatisation of the airline – seems bound to be intense.

BA has been advised that settlement of the case is essential before it can press ahead with privatisation. BA has consistently emphasised that any settlement must include Sir Freddie and be funded by all the co-defendants together. AMR air fare deal boosts revenues, Page 17

## THE LEX COLUMN Uncle Sam runs out of breath



from evident that Rolls could reach the private sector in the lifetime of this parliament, as the Government intends.

Its policy of collaborating on new engine development will reduce its exposure to any single product risk and will contain the R & D bill – which still stands at 9 per cent of sales – but Rolls will remain vulnerable both to movements in the sterling/dollar rate and to spending cuts by either defence departments or commercial airlines. In a dollar-based market dominated by two very large U.S. competitors, it is not much fun being the small guy. In Derby, United Technologies' power division – largely Pratt & Whitney – reported 1984 operating profits of \$348m on sales of \$5.4bn.

In its favour, Rolls can point to the benefits of heavy capital investment and impressive gains in labour productivity. On the civil side alone, the order book now totals \$200m. Rolls has made great strides in the direction of the stock market, but there is a long way still to go.

### Harris Queensway

Rumblings from the joint venture with Debenhams have been souring the market's view of Harris Queensway for months past, as the obvious difficulty Harris has experienced in revamping Debenhams' furniture and electrical floors has simultaneously trimmed profit expectations for Harris and stoked up the bid speculation over Debenhams: it is Debenhams' share price, not Harris's that has been scaling new peaks lately.

The £4.5m which this relationship cost Harris at the trading level may, as Harris insists, be an entry fee, equivalent to the goodwill it didn't pay in the original deal with Debenhams. But that only suggests that Debenhams drove the better bargain over such matters as damaged or otherwise unmovable stock.

On the bright side, stock write-downs should now be over with, and it should be possible for Harris to turn a profit in its Debenhams business even without achieving major improvements in efficiency. Given a credible 20 per cent sales growth in its main-line business if it is easy to see pre-tax profits getting near £40m this year. But that was well and immediately discounted in the 20p that the price recovered yesterday; with a sub-3 per cent yield at 212p, the shares are now out of the bargain basement.

### Rolls-Royce

The retention of a £20m profit by a company which generates £1.4bn of sales and supports capital employed of about £700m might not be thought much of an achievement. But for Rolls-Royce, which has reported attributable losses for five successive years, the emergence of any profit at all is cause enough for celebration. Privatisation still looks a good distance off but at least the idea can now be presented with a straight face.

Rolls could not, of course, be sold in anything like its present form. The deficit on revenue reserve stands at over £300m and shareholders' funds exceed net debt only thanks to a handy £100m pre-payment. But even assuming that the UK Treasury displays uncharacteristic generosity in its reorganisation of the balance sheet, it is far

from evident that Rolls could reach the private sector in the lifetime of this parliament, as the Government intends.

Its policy of collaborating on new engine development will reduce its exposure to any single product risk and will contain the R & D bill – which still stands at 9 per cent of sales – but Rolls will remain vulnerable both to movements in the sterling/dollar rate and to spending cuts by either defence departments or commercial airlines. In a dollar-based market dominated by two very large U.S. competitors, it is not much fun being the small guy. In Derby, United Technologies' power division – largely Pratt & Whitney – reported 1984 operating profits of \$348m on sales of \$5.4bn.

In its favour, Rolls can point to the benefits of heavy capital investment and impressive gains in labour productivity. On the civil side alone, the order book now totals \$200m. Rolls has made great strides in the direction of the stock market, but there is a long way still to go.

## Entrad fails in bid for Tootal after J. Rothschild intervention

BY CHARLES BATCHELOR IN LONDON

TOOTAL, Britain's fourth largest textile group, yesterday defeated the £128m (\$165m) takeover bid from its Australian counterpart, Entrad, after a bitter 10-week battle. Entrad blamed its defeat on the surprise intervention of J. Rothschild Holdings, Mr Jacob Rothschild's investment company, on Wednesday.

Despite the failure of the Entrad approach, Tootal's future remains unclear. The company now has two large shareholders who, following further share purchase by Rothchild yesterday, now hold a combined 38.1 per cent of its shares.

Entrad, which was badly known in the UK before launching its bid in February, yesterday acknowledged defeat after gaining acceptance from shareholders owning just 6.3 per cent of Tootal's equity.

Together with the 29.9 per cent holding built up by Entrad in recent months, this would have given the Australian company control of only 32.6 per cent of Tootal.

Mr Rod Hartley, managing director of Entrad, said: "Rothschild's appearance on the scene was like being shot by a sniper's bullet. We never even saw him."

"Until the announcement of Rothschild's shareholding on Wednesday we were confident of gaining control of Tootal. The nature and timing of Rothschild's actions were clearly calculated to frustrate our offer."

Entrad has yet to decide what to do with its 29.9 per cent stake in Tootal. It could wait a year before relinquishing a bid, though the cost of financing its shareholding would be heavy. It could place the shares with one buyer, which might itself then launch a bid, or it could sell the shares to a number of buyers.

Rothschild, yesterday bought a further 3m Tootal shares, taking its holding to 14.6m shares, or 3.2 per cent of Tootal's equity. Rothschild denied it was acting for anybody else, and repeated Wednesday's statement that the bid was too low

and the shares were an attractive investment.

Venkata Viyella, another leading British textile concern, yesterday ruled out that it would make a bid for Tootal. Earlier in the course of the bid Viyella appeared ready to consider merger talks if the Entrad bid failed.

Entrad had said the failure of the total bid had not dampened its enthusiasm to expand both in Australia and abroad.

Total's share fell 1p yesterday to 74p after Entrad announced the failure of the bid.

Rothschild purchased help keep Tootal's shares around the 74.5p level of the Entrad bid over the past 10 days. But Tootal has also been helped by its forecast of a sharp profit increase to at least £27m in the year ending January 1985 from nearly £23m last time.

Entrad's offer comprised 72.5p a share for every Tootal share and a promise that Tootal shareholders could keep a 1.8p dividend.

## American Motors seeks cuts

BY TERRY DODSWORTH IN NEW YORK

AMERICAN MOTORS, the U.S. affiliate of Renault, the French state motor group, is planning radical cuts of around 25 per cent in its "controllable" personnel and non-personnel costs to improve its long-term profitability.

News of the cuts leaked out in advance of the company's annual meeting later this month, when it will give full details of its proposals.

American Motors said yesterday that it could not elaborate on the plan at the moment, but added that "every department" would be required to reduce expenditure.

Wall Street analysts believe that the group, which has a total North American payroll of 22,000, will

shortly announce a loss for the first quarter of this year. This would be the first quarterly deficit since the third quarter of 1983, since when the company has pushed up revenue and volume to achieve net profits of \$15.5m in 1984.

The move to trim costs reflects sagging sales of American Motors cars over the last 12 months or so. Shipments of the U.S.-produced Alliance and Encore models – based on the French Renault 9 – have fallen from 53,500 units in the year to April 1984 to 34,500 in the following 12 months, while imported models have dropped from 3,500 to 2,630.

The company has recently been

forced to introduce lavish incentives, including an 8.5 per cent financing package and improved warranties, in a bid to boost sales.

Sales to its Jeep model range, the traditional American Motors line, have been more buoyant, rising from 37,800 units a year ago to 41,200 this year. American Motors is proposing to expand this range considerably over the next year, but its next new car will be an intermediate-size model based on a French car. It will be built at its Branton plant in Ontario.

The group has two other plants in North America, at Kenosha, Wisconsin, and Toledo, Ohio.

AMR air fare deal boosts revenues, Page 17

## Lower growth in U.S. prompts sharp fall in \$

Continued from Page 1

the economy, but Mr Baldridge maintained that government spending would be stronger in the second quarter. Capital expenditure surveys also suggested that investment should rise strongly through the rest of the year.

The fact that real U.S. economic growth has been below 2 per cent in two of the last three quarters will tend to increase existing concern about the ability of the U.S. to continue to boost world economic growth as it did last year, and reinforce calls for more stimulative economic policies. Mr Baldridge himself added his voice to that of Mr Paul Volcker,

Federal Reserve Board chairman yesterday in calling for more economic stimulation by other industrialised countries.

The slowdown will also tend to increase speculation on Wall Street that the Federal Reserve Board might move to ease monetary policy. But Mr Baldridge pointedly remarked that he was not unhappy about Fed monetary policy at present, and private economists point out that, with the money supply exceeding above target and the risk that Fed stimulation might only such as higher imports – Fed policy could remain unchanged.

Short-term interest rates, however, have been falling quite sharply in recent weeks as the economic slowdown has become apparent. The sharp drop in rates, and the prospect that a slowing economy

will cool private-sector borrowing needs, helped to sustain the recent sharp bond market rally. By mid-day the Treasury long bond was up almost 14 full points at 110% to yield around 11.28 per cent.

The dollar's gains led to a sharp fall in interest rates on the London money markets, which was further encouraged by figures showing that public-sector borrowing fell short of the UK Government's latest forecast in the 1984-85 financial year.

This compares with total debt of \$447m at end March, 1985. This figure consists of short-term bank loans or commercial paper.

The group's workforce rose by another 900 to 82,200 in the first three months of 1985.

Accts	£ '000	1984	



## SECTION II - INTERNATIONAL COMPANIES FINANCIAL TIMES

Friday April 19 1985

17

**PROVISION FOR BHOPAL DISASTER HITS UNION CARBIDE**

### Dow Chemical profits drop 17% in quarter

BY WILLIAM HALL IN NEW YORK

DOW CHEMICAL, the second biggest U.S. chemicals group, yesterday reported a 17 per cent drop in first-quarter net income to \$110m while Union Carbide, another leading U.S. chemical group, reported a 34 per cent drop in net income to \$71m.

Both companies said, however, that their first-quarter performance was a big improvement on the final quarter of 1984 when earnings were hit by the dollar's strength and a weaker-than-expected demand for chemicals in the U.S. Dow earned \$85m in the final quarter of last year and Union Carbide says that its first quarter net income was more than double that of the final 1984 quarter if a \$18m extraordinary charge relating to the costs of the Bhopal chemical leak tragedy in India was excluded.

Mr Paul O'reilly, chief executive, said that continued emphasis on controlling manufacturing-related

costs yielded good results and higher sales volumes produced improved operating rates. Dow's sales in the first quarter declined from a restated \$28m in 1984 to \$27.7m.

Dow has restated last year's figures to reflect the removal of most foreign inventories from the last-in, first-out (Lifo) inventory accounting method. The Company says that the first in, first-out (Fifo), or average cost methods, will be used to provide a better matching of costs and revenue.

Dow earned 58 cents per share in the latest three months compared with 67 cents a share.

Mr O'reilly noted that the pricing environment stabilised the latest quarter with price increases realised on several products, including glycols and vinyl chloride. Prices for basic chemicals and plastics, however, were still below the levels of the early 1980s and a year ago, Dow said, the strong U.S. dollar has

pulled in substantial imports and this created pressure on U.S. domestic prices.

Union Carbide, which earned \$1.01 a share in the latest quarter against \$1.81 a share a year ago, said that the decline was primarily because of lower sales volume. It singled out petrochemicals, metals and carbon products as the weaker markets. The slow down which had begun in mid-1984 continued through the first three months of 1985. First quarter sales fell 9 per cent to \$2.17bn.

Union said that its metals and carbon products operations suffered a 27 per cent sales decline in the fourth quarter and petrochemical sales were 14 per cent lower.

Dow repeated its belief that its special chemicals business remained the strongest part of its overall operations and would continue to contribute significant long-term growth for the company.

**AMR air fare deal boosts revenue**

By Our Financial Staff

AMR, the parent company of American Airlines, has reported first-quarter earnings of \$60.2m close to the record \$60.3m which it achieved in the same period last year. Net profits a share, at \$1.12, were almost equal to the \$1.13 earned a year earlier, while sales of \$1.39bn were up 9.4 per cent on the \$1.27bn previously.

Mr Robert Crandall, chairman, said he was pleased with the first-quarter result, which has been achieved despite a \$6.8m decline in operating income from \$100.1m to \$93.3m - corresponding to a 7 per cent drop in yield (average revenue per passenger mile). That drop was, however, offset by a 17.1 per cent increase in revenue passenger miles.

In common with other U.S. airlines, American has found itself dragged into a fares war, which brought a sharp fall in profits during the final quarter of 1984.

### Republic New York lifts performance

BY OUR FINANCIAL STAFF

REPUBLIC New York, parent of Republic National Bank of New York, lifted first-quarter net earnings from \$22.6m, or \$1.38 a share, to \$29.3m, or \$1.42, a year ago. Provisions for loan losses increased to \$8.2m at the end of March from \$5.8m.

Earnings also rose at First Bank System, the Minneapolis-based multibank holding company. Net

profits in the first quarter advanced from \$14.2m to \$17.9m, while assets rose from \$7.37bn at the end of the 1984 quarter to \$9.33bn.

Bank of Boston, the New England banking group that was fined \$500,000 in February for not reporting certain international cash transactions, boosted first-quarter net earnings from \$24.9m, or \$1.31 a share, to \$43.9m, or \$2.21.

### U.S. tobacco groups up

BY TERRY DODSWORTH IN NEW YORK

PHILIP MORRIS and R. J. Reynolds, the two major U.S. tobacco companies, yesterday reported sharply higher first-quarter profits.

Net income at Philip Morris jumped by 25 per cent from \$205m, or \$1.67 a share, to \$256m, or \$2.12 a share. Earnings at R. J. Reynolds rose to \$182m, or \$1.65 a share,

against \$115m, or \$1.13 a share, although on a continuing operations basis they rose even more, from \$151m, or \$1.20 a share, a year ago.

Sales rose much less strongly, moving up by 22 per cent at Philip Morris from \$3.25bn to \$3.32bn, and by 1.4 per cent at R. J. Reynolds from \$2.86bn to \$2.9bn.

**ABC declines by 18%**

BY OUR FINANCIAL STAFF

AMERICAN Broadcasting Companies, the U.S. broadcasting, publishing and video enterprises group being taken over by Capital Cities Communications in a \$3.5bn deal, has reported an 18 per cent fall in first-quarter net earnings.

Profits fell from \$23.9m, or 81 cents a share, to \$19.4m, or 67 cents, while revenues slipped from \$838.7m to \$797.8m.

Mr Leonard Goldenson, chairman, and Mr Frederick Pierce, president, acted that in the first quarter of 1984 revenues and profits

benefited from the Winter Olympics in Sarajevo.

The company's firm commitment to control costs at both division and corporate levels was successful in easing the post-Olympic year comparison, the ABC executives said. "In fact, excluding certain corporate charges, which increased as a result of the ABC-Capital Cities merger announcement, ABC's first-quarter earnings would have increased modestly over last year," they said.

The latest results represent a significant downturn from those of the fourth-quarter of 1984.

Dresdner Finance B.V.



Amsterdam  
U.S.\$ 400,000,000  
Floating Rate Notes 1983/1993  
with Warrants

The Rate of Interest applicable to the Interest Period from April 18, 1983 to October 18, 1983 is 10.50%. The Rate of Interest applicable to the Interest Payment Date, in the amount of U.S.\$406.82.

Dresdner Bank  
Aktiengesellschaft  
Principal Paying Agent

Dresdner Bank Group

*Sal. Oppenheim jr. & Cie.  
Bankers since 1789*



Summary of our Annual Report 1984

1983	Business Volume	1984
DM 3,732 million	Total Assets	DM 3,848 million
DM 3,247 million	Deposits	DM 3,325 million
DM 2,762 million	Bill and Advances	DM 2,821 million
DM 2,137 million	Capital	DM 2,234 million
DM 135 million	Consolidated Total Assets	DM 140 million
DM 10,948 million		DM 11,443 million

*The Partners*  
Cologne/Frankfurt, April 1985

New York  
Person Sal. Oppenheim  
Inc.

Luxembourg  
Bank Sal. Oppenheim  
International S.A.

Zurich  
Bank Sal. Oppenheim  
International S.A.

### Charge pushes Control Data back into the red

BY PAUL TAYLOR IN NEW YORK

CONTROL DATA, the troubled diversified U.S. computer and computer products group in the midst of a major retrenchment, plunged back into losses in the first quarter, mainly because the Ohio savings bank crisis forced its credit unit to take a \$1.6m, or 30 cents a share, charge.

The company announced that its net income had fallen to \$9.1m, or 37 cents a share, from \$78.5m, or \$3.23 a share, in the first quarter of last year. Sales were down from \$1.34bn to \$1.29bn. Its share price fell 53¢ to 104¢ on the news.

The company also announced that it would cut its workforce by another 1,000 people and keep the remaining production workers on a short-work schedule during the second quarter. Texas Instruments made 2,000 workers redundant in a sharp reduction in prices.

"It became apparent in the first quarter that order rates for electronic equipment have also weakened," said Mr J. Fred Bucy, president and chief executive officer.

Control Data noted that the latest results reflected the impact of

the first quarter charge made necessary by the Ohio savings bank crisis which followed the collapse of ESM Government Securities, a small Florida-based government bond dealer.

The company had been expected because Control Data's commercial credit subsidiary operates the 110-branch City Loan and Savings Company of Lima, Ohio, one of the thrifts temporarily closed down by Governor Richard Celeste after a run on the deposits of the privately insured savings banks. City Loan and Savings had contributed \$21.4m to the private insurance scheme, the funds of which were depleted by the failure of Home State Savings last month.

Control Data noted that the charge was made necessary because City Loan and Savings stands to lose its deposits to the guarantee fund.

The company, which reported its first quarter loss for 10 years in the third quarter last year, after its decision to pull out of the IBM plug-compatible equipment market, managed to return to profitability in the final quarter of 1984.

• Amdahl, the California-based manufacturer of IBM-compatible computer equipment in which Fujitsu of Japan has a large minority shareholding, expects earnings and shipments of its products to improve later this year after reporting an almost flat performance during the first quarter.

**Schlumberger starts year on better note**

By Our Financial Staff

SCHLUMBERGER, the world leader in well-log services to the oil industry, lifted first-quarter net earnings from \$273.9m, or 95 cents a share, to \$305.5m or \$1.05, on sales up from \$306.3m to \$308.7m.

In its first stage through a rights issue to existing Schlumberger shareholders, it will offer around a third of the Schlumberger International equity with the aim of raising \$100m to \$113.6m in two stages through the sale of slightly over 50 per cent of Schlumberger International, which last year accounted for close to three quarters of the group's gross pre-monic income of \$K 10.85bn.

The separation of the international operations, which had a shareholders' equity of \$K 86m at the end of December 1984, is designed to give Schlumberger greater freedom of manoeuvre in its foreign business and to cut the regulatory influence of the Swedish insurance supervisory authorities, which are trying to reduce further the scope of insurance companies' activities within Sweden.

The funds will be used to strengthen the solvency of the international operations. In a second stage, Schlumberger will sell part of its own holding in Schlumberger International - around a sixth of the equity for some \$K 300m - to bring its final stake to just below 50 per cent.

The decision was taken despite disastrous results last year, when Schlumberger International plunged into operating losses of \$K 275m.

**Zellerbach optimistic despite setback**

By Our Financial Staff

CROWN ZELLERBACH, the San Francisco-based forest products group which is the target of an unwelcome bid from Anglo-French financier Sir James Goldsmith, reported a \$2m fall in net profit to \$19.2m in the first quarter. The company said earnings were affected by a strike, lower gains on land sales, the cost of new ventures and higher interest.

Earnings a share dipped to 56 cents from 64 cents. Sales for the quarter rose to \$762m, from \$718m a year earlier.

Crown says it expects profits to rise for the rest of the year compared with 1984, where the net profit was \$103.8m.

First-quarter earnings were also up sharply at Scott Paper, the U.S. paper tissues group. The net return advanced from \$34.2m, or 70 cents a share, to \$42.1m, or 87 cents, while sales edged up from \$588.8m to \$606.2m.

At Fort Howard Paper, another leading forest products concern, net earnings rose from \$29.8m, or 94 cents a share, to \$33.2m, or \$1.05, on sales up from \$306.3m to \$308.7m.

**Hilton in talks on hotel sale**

LOS ANGELES - Hilton Hotels has considered an offer and authorised continuing negotiations for the sale of its yet unopened Atlantic City hotel and gaming complex to Mr Donald Trump, real estate entrepreneur.

Hilton said it intended to continue to press for a gaming licence from the New Jersey state Casino Control Commission, but is continuing talks with Mr Trump "to protect the investment interests of our company and shareholders."

Results from Fairchild Semiconductor, the company's silicon chip business, deteriorated because of the sharp recession in the semiconductor industry.

Reuter

### Legal & General reports "Confident expectation of future growth and progress"

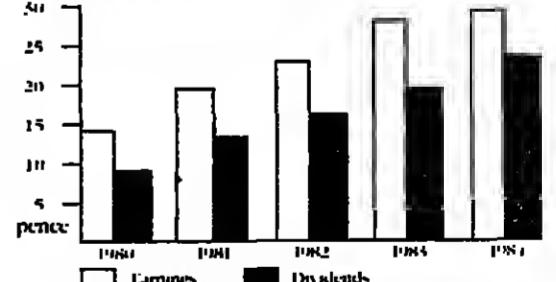
Sir James Ball Chairman

Despite the difficult U.K. general insurance market, adverse international reinsurance results, and the abolition of tax relief on life assurance premiums, 1984 was a year of several notable achievements for Legal & General.

- Worldwide premium income topped £1 billion for the first time.
- Funds under management passed the £10 billion mark.
- New conventional life premiums, though lower than the exceptional 1983 figures, were 66% higher than in 1982.

All good news for anyone who has their money with us. So send for a copy of our 1984 Annual Report.

Earnings & dividends per share



To: John Neill, Legal & General Group Plc, Temple Court, 11 Queen Victoria Street, London EC4N 4TJ.

**Legal & General**

Please send me a copy of your 1984 Report & Accounts.

Please tell me about your insurance investment contracts.

Name \_\_\_\_\_

Address \_\_\_\_\_

Tel No. \_\_\_\_\_

Member of the British Insurance Authority and of the Association of British Insurers

## INTL. COMPANIES &amp; FINANCE

NEW ISSUE

All these Bonds have been sold. This announcement appears as a matter of record only.

February 15, 1985

**MOL INTERNATIONAL S.A.**  
(Incorporated with limited liability in Luxembourg)

ECU 50,000,000

9½% 1985-1990 Guaranteed Bonds

Unconditionally and irrevocably guaranteed as to payment of principal, premium, if any, and interest by

**THE LONG-TERM CREDIT BANK OF JAPAN, LIMITED**

(Kubushiki Kaisha Nippon Choki Shinyo Ginko)

(Incorporated with limited liability in Japan)

Kredietbank International Group Nippon European Bank S.A. - LTCB Group

Bank Brussel Lambert N.V. Société Générale de Banque S.A.  
 Algemene Bank Nederland N.V. Amro International Limited  
 Banca del Gottardo Banco di Roma Banque Indosuez  
 Crédit Commercial de France Crédit Lyonnais Dresdner Bank Aktiengesellschaft  
 Girozentrale und Bank der österreichischen Sparkassen Aktiengesellschaft  
 Istituto Bancario San Paolo di Torino PK Christiania Bank (UK) Limited  
 Privatbanken A/S Swiss Bank Corporation International Limited  
 S.G. Warburg & Co. Ltd.

Banca Commerciale Italiana	Bank Ippu	Bank Mees & Hope NV	Bank of Tokyo International	Bankverein Bremen AG
Banque Française du Commerce Extérieur		Bank Générale du Luxembourg S.A.	Bank Internationale à Luxembourg S.A.	
Bank de Luxembourg S.A.	Bank Nationale de Paris	Bank de l'Union Européenne	Baring Brothers & Co.,	
Bayerische Landesbank Girozentrale	Bayerische Vereinsbank		Berliner Handels- und Frankfurter Bank	
Caisse des Dépôts et Consignations		Caixa Générale d'Epargne et de Retraite/Algemene Spaar-en Lijfrentekas		
Chase Manhattan Capital Markets Group	Chemical Bank International Group	Citicorp Capital Markets Group		
Compagnie de Banque et d'Investissements, CBI	Compagnie Monégasque de Banque	Copenhagen Handelsbank A/S	County Bank	
Crédit Agricole	Crédit Commercial de Belgique S.A./Gemeente kredit van België N.V.	Crédit Européen S.A.	Crédit Général	
Crédit Industriel d'Alsace et de Lorraine	Crédit Industriel et Commercial de Paris	Crédit du Nord	Dai-Ichi Europe	
Den norske Creditbank (Luxembourg) S.A.	Deutsche Bank Domain Securities Pitfield	Enskilda Securities	European Banking Company	
Gefina International	Goldman Sachs International Corp.	Hambros Bank	Hill Samuel & Co. IBJ International	Irish Intercontinental Bank
KB International (Hong Kong)	Kleinwort, Benson	Hill Samuel & Co.	Ishii	
LTCB International Manufacturers Hanover	Kredietbank N.V.	Kredietbank (Switzerland) S.A.	E van Lanschot Bankiers N.V.	
Morgan Bank Nederland N.V.	Morgan Stanley International	Mitsui Finance International	Mitsui Trust Bank (Europe) S.A.	
Nippon Kangyo Kakumaru (Europe)	Norddeutsche Landesbank Girozentrale	Nederlandse Middelandsparkbank nv	Nederlandse Credietbank	
Peterbroeck, Van Campenhout & Cie S.C.S.	Pierson, Heldring & Pierson N.V.	Orion Royal Bank	Osakaya International (Europe)	
Sparekassen Odo Akershus	Sparekassen SDS	Sumitomo Finance International	Paribas Générale Alaciennne de Banque	
Svenska Handelsbanken Group	Union Bank of Norway International S.A.	Sumitomo Trust International	Scandinavian Bank of London	
United Overseas Bank (Luxembourg) S.A.	Vereins- und Westbank	Westdeutsche Landesbank Girozentrale	Shinko	

All of these securities having been sold, this announcement appears as a matter of record only.

NEW ISSUE

April 15, 1985

\$100,000,000

**McDonald's Corporation**

11½% Notes Due April 15, 1995

PaineWebber  
Incorporated

Salomon Brothers Inc

Merrill Lynch Capital Markets

Morgan Stanley & Co.  
IncorporatedAll the shares have been placed.  
This announcement appears as a matter of record only.**NORA INDUSTRIER A.S**

(Incorporated in the Kingdom of Norway with limited liability)

Secondary Placing of 1,057,000 Shares  
with Norwegian and International InvestorsArranged by  
**Sundal & Co a.s**

In co-operation with

**Enskilda Securities**  
Skandinaviska Enskilda Limited

April, 1985

**Swire bid wins key site in Hong Kong**  
By Gordon Crabb

**SWIRE PACIFIC** of Hong Kong yesterday won the auction for an important development site in the territory's central business district with a bid of HK\$703m (US\$90.3m).

The result was viewed by property analysts as an indication of sustained recovery in the local market following the 1982 crash in land values. Original expectations for the price had ranged from only HK\$400m to HK\$600m, although estimates in recent days escalated dramatically to as much as HK\$900m.

The emergence of Swire to compete successfully against at least five other bidders—including other heavyweights such as Sun Hung Kai Properties and Cheung Kong—was also taken as a sign that the market had by no means been relinquished to smaller speculative developers.

Mr Alan Foster, managing director of Swire Properties through which the bid was made, said the company intended to develop the 10,000 square metre site as a retail, residential and office complex. He said he had already received approaches from several prospective hotel operators.

The site, covering a large part of the Victoria Barracks area, is adjacent to the new supreme court buildings and is zoned for commercial development or for a hotel. It offers scope for twin tower blocks, and Swire could thus split the acreage in two.

Swire Pacific last year took full control of Swire Properties in a HK\$1.35bn deal. Mr Michael Miles, the group's chairman, said last month the property side had experienced a resurgence in demand for its developments, and added cautiously that "some improvement in prices over these of the previous year may be expected."

The barracks site, although slightly removed from the prime business area, will provide Swire with the most central building of any size in its portfolio.

**Bell raises A\$120m with sale of half BHP stake**

BY LACHLAN DRUMMOND IN SYDNEY

MR ROBERT Holmes à Court's Bell Resources has realised around A\$120m (US\$78.1m) of cash by unloading roughly half its 5 per cent stake in Broken Hill Proprietary (BHP).

Bell has raised the cash through the exercise of options contracted written in February and March.

The inflow reached its peak yesterday as 22m shares underlying the options, not all written by Bell, were traded through the Sydney Stock Exchange to produce a record single stock turnover of A\$123m.

Bell Resources with some 6m received effective through the sale of oil assets from Asarcos varying from A\$5.80 to about A\$20 a share for the option-covered shares. This compares with the A\$6.42 closing market price yesterday.

The funds from Bell sales through option deliveries over the past fortnight appear to be earmarked for its current play against Asarcos in the U.S., the 41 per cent controlling shareholder in Australia's MM.

Bell has laid out US\$60m for a stake of almost 10 per cent in Asarcos and could spend up to a total of US\$400m building a controlling half share.

Its plans, though, have run into considerable opposition from Asarcos.

Bell recently raised A\$190m

from its pension fund, their combined holding yesterday went over the 50 per cent level.

Although Bell has received less than the market price for the BHP stake it has unloaded for it will still show a handsome profit on the shares, some purchased for cash a year ago and others acquired mostly for scrip in its two audacious takeover plays for BHP.

Our Financial Staff adds: BHP together with Shell Australia yesterday resumed purchases of shares in Woodside Petroleum, for which they are bidding A\$458m, after rectifying a technical deficiency in its offer document. Including a small amount held by BHP's pension fund, their combined holding yesterday went over the 50 per cent level.

The result was viewed by property analysts as an indication of sustained recovery in the local market following the 1982 crash in land values. Original expectations for the price had ranged from only HK\$400m to HK\$600m, although estimates in recent days escalated dramatically to as much as HK\$900m.

The emergence of Swire to compete successfully against at least five other bidders—including other heavyweights such as Sun Hung Kai Properties and Cheung Kong—was also taken as a sign that the market had by no means been relinquished to smaller speculative developers.

Mr Alan Foster, managing director of Swire Properties through which the bid was made, said the company intended to develop the 10,000 square metre site as a retail, residential and office complex. He said he had already received approaches from several prospective hotel operators.

The site, covering a large part of the Victoria Barracks area, is adjacent to the new supreme court buildings and is zoned for commercial development or for a hotel. It offers scope for twin tower blocks, and Swire could thus split the acreage in two.

Swire Pacific last year took full control of Swire Properties in a HK\$1.35bn deal. Mr Michael Miles, the group's chairman, said last month the property side had experienced a resurgence in demand for its developments, and added cautiously that "some improvement in prices over these of the previous year may be expected."

The barracks site, although slightly removed from the prime business area, will provide Swire with the most central building of any size in its portfolio.

**ABN to buy out Australians**

BY OUR SYDNEY CORRESPONDENT

ALGEMENE Bank Nederland yesterday became the third foreign group this week to receive Treasury approval to buy out local shareholders in its Australian merchant banking offshoot.

The shift to full foreign ownership is in line with the 12-month moratorium on normal local equity requirements which was introduced last October. This allows participants in the crowded merchant banking sector to realign their ownership in response to the granting of additional banking permits.

Meanwhile the Dutch bank has bought out the half share in ABN Australia held by Mr Kerry Packer's Consolidated Press Holdings, to take it to full ownership in the operation,

which was established in 1983. Neither ABN Australia nor Scandinavian Pacific, formed only last year, have yet to make much impact although the longer established Hamro has a strong profile among the 50 or so merchant banks in Australia.

The British owned group also previously half owned by Scandinavian Bank of London, has also moved to 100 per cent foreign ownership, although a separate non-lending investment unit subsidiary has been set up with its former local equity partner.

Meanwhile the Dutch bank has bought out the half share in ABN Australia held by Mr Kerry Packer's Consolidated Press Holdings, to take it to full ownership in the operation,

**Siam Cement grows by 29%**

BY OUR FINANCIAL STAFF

By Boonsong K'Tham in Bangkok

SIAM CEMENT, one of Thailand's largest industrial concerns lifted net profits by 29 per cent to 77m baht (\$28.2m) for 1984.

Sales increased 11.8 per cent to 13.532m baht, derived from a boost in domestic construction activities. It gave the return on net sales for 1984 as 5.7 per cent compared with 4.6 per cent with the return on total assets reaching 8.5 per cent for 1984.

It coupled this with the launch of a one-for-five rights issue at \$S2.50 a share, compared with a last-traded market price of \$S3.82.

OUR said shareholders accounting for about 44.7 per cent of its existing equity had reached 4.5 per cent.

**OUN slips 9.3% for year**

BY OUR FINANCIAL STAFF

OVERSEAS Union Bank, Singapore's fourth largest bank, yesterday announced a 9.3 per cent fall in 1984 net profits to S\$47.24m (US\$32.1m), but maintained its dividend at 16 cents gross per share.

The earnings setback emerged in the second half of the year, when the decline was 22.6 per cent. For the bank alone, net profits for the year dipped 1.4 per cent to S\$48.9m, implying a loss on other group operations. The second-half earnings downturn at the bank

accounting for about 44.7 per cent of its existing equity had reached 4.5 per cent.

Can. \$100,000,000

**HYDRO-QUÉBEC**

(An agent of the Crown in right of Province de Québec)

12.25% Debentures, Series FX, Due May 1, 1995

Unconditionally guaranteed by

PROVINCE DE QUÉBEC

The following have agreed to subscribe or procure subscribers for the Debentures.

Merrill Lynch International &amp; Co.

Union Bank of Switzerland (Securities) Limited

Bank Brussel Lambert N.V.

Banque Internationale à Luxembourg S.A.

Crédit Lyonnais

Dresdner Bank Aktiengesellschaft

Kredietbank N.V.

Samuel Montagu &amp; Co. Limited

Société Générale de Banque S.A.

S. G. Warburg &amp; Co. Ltd.

Wood Gundy Inc.

Application has been made for the Debentures, in bearer form in the denomination of Can.\$1,000 each, constituting the global Debenture. The issue price of the Debentures is 100 per cent. Interest will be payable annually in arrears on 1st May in each year, from and including 1st May, 1985. The first interest payment will be due on 1st May, 1986.

Particulars of the Debentures and the Issuer are available in the statistical services of Exel Statistical Services Limited. Copies of the listing particulars relating to the Debentures may be obtained in the form of an Exel Card during usual business hours on any weekday (Saturdays and public holidays excepted) from the Company Announcements Office of the Quotations Department of The Stock Exchange, Throgmorton Street, London EC2P 2BT, up to and including 23rd April, 1985 or during usual business hours on any weekday (Saturdays and public holidays excepted) at the addresses shown below up to and including 3rd May, 1985.

Rowe & Pitman,  
1 Finsbury Avenue,  
London EC2M 2PA.Phillips & Drew,  
120 St. Jororge,  
London EC2M 4XP.Bank of Montreal, London Branch,  
9 Queen Victoria Street,  
London EC4N 4XN.

كذا نحن نعمل

## INTERNATIONAL COMPANIES and FINANCE

### Solvay lifts dividend after strong advance

BY PAUL CHEESERIGHT IN BRUSSELS

**THE INCREASING** strength of the international chemicals market helped Solvay to boost its 1984 consolidated net profits to BFr 8.05bn (\$1.32m) from BFr 5.24bn in 1983.

The group, which has plants in 14 countries and which is Belgium's second largest industrial company, yesterday announced that its 1984 dividend would be BFr 270 net, an increase of BFr 35 over 1983.

Consolidated turnover last year was BFr 224.4bn, against BFr 198.74bn in 1983.

The results are largely what the group had expected after a successful first half. Sales have

increased, while energy feed stock prices have slackened. At the same time Solvay has been able to raise its prices for some products.

The year's figures represent the fruition of a series of economy measures started in 1982 when Solvay closed unprofitable plants and made a concentrated effort in energy-saving. The group is also benefiting from the results of diversification.

The Belgian parent also raised its net profits, but is having to make provisions for litigation in which it is involved. The final profit figure was BFr 3.7bn for 1984 against BFr 2.9bn.

### Iveco suffers further loss but sees return to black

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

**IVECO**, the Fiat subsidiary, which is western Europe's second largest heavy vehicle producer, has operated profitably so far this year. But it suffered a 1984 loss higher than the F1 233m (\$68m) recorded in 1983, said Sig Giorgio Garuzzo, the chief executive.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year. They will show it did better at the operating level than in 1983, but had to face the cost of closing the medium truck assembly plant at Trappes in France in

October, with 1,300 redundancies.

In the past five years Iveco has reduced its break-even output level from around 120,000 to about 90,000 vehicles although the actual figure depends on the mixture of vehicles produced, said Sig Garuzzo.

Iveco would continue to work to reduce its cost base, but there would be no more plant closures in 1985, he said.

At the moment, of the 22,000 employed in Italy, 400 are laid off at Sofim diesel engine plant at Fogliano and another 200 at the Valle Ufita bus plant.

Iveco's capital investment of L1.04bn (\$34m) last year would be increased by about 10 per cent in 1985, said Sig Garuzzo.

The company expects to produce about 100,000 vehicles in 1985, well above the break-even level of 80,000 a cent ahead of last year's 62,000.

Iveco, which is registered in Amsterdam, will give detailed results later this year.

## Astra seeks cure to profit slowdown in higher sales and market share

BY DAVID BROWN IN STOCKHOLM

**ASTRA.** Scandinavia's largest pharmaceuticals group, which is to be listed on the London Stock Exchange shortly, has successfully traded on its Nordic image of thoroughness, safety and efficiency.

As a producer of several market-leading drugs, its earnings grew on average by 40 per cent a year for the five years to 1983.

Then came disturbing reports of side-effects from Zelmid—its new anti-depressant drug—followed shortly afterwards by withdrawal of the drug from the market. Some months later, clinical trials of Omeprazole, the widely hailed new ulcer drug, were suspended, dashing optimistic market expectations for an early introduction.

Finally, late last year, cancerous symptoms caused by Pumicort (an asthma treatment) and Relevo (an anti-allergen) were discovered in laboratory animals. This has led to a major review by regulatory authorities, which may yet lead to withdrawal.

After a year of heavy blows, Astra has now been forced to write down its growth estimate for this year to a relatively slow 12 per cent in sales and profits.

With an annual turnover of SKr 3.91bn (\$430m), the group is comparatively small by international standards. Has it bitten off more than it can chew? "Not at all," insists Mr Ulf Widengren, the managing director. "Wherever we have set out to win market shares we have succeeded."

"If you want to be in the forefront of research, you have to take chances. I do not see this as something negative. It is the basis of all scientific advancement," he says, pointing out that Astra's development policy is focused on finding unique remedies to old problems.

Mr Widengren, lists Astra's successes, which stretch back to the late 1940s, when it began marketing the well-known cyclocaine local anaesthetic.

Today, some 60 per cent of the group's turnover is generated by top-selling cardiovascular and respiratory drugs—Seloken (or Zelmid), a beta-blocker for treating heart disease, has a 20 per cent world market share. Within a year of its introduction in Japan, it became the most popular treatment of its type. Moreover, both the Bricanyl anti-asthma preparation and the Penglobe



Mr Ulf Widengren: If you want to be in the forefront of research you have to take chances.

ampicillin have a 10 per cent world market share.

Mr Widengren set out on a wide-ranging restructuring effort when he took over in 1977, disposing of several mostly profitable but unprofitable businesses which included risk protection and veterinary care.

In the past eight years, profitability has climbed from 7.2 per cent to 20.9 per cent. Even after its setbacks and despite heavy price pressure on regulated markets, the group increased pre-tax profits by 21 per cent to SKr 785m last year, and significantly cut its foreign debt burden. Moreover, the level of investment in research and development—19 per cent of sales—ranks among the highest in the world.

Yet, despite these efforts, the withdrawal of Zelmid, and a delay in the launch of the potentially important Omeprazole for its decision to license several key products on the largest markets, rather than devoting its own resources to strengthening the worldwide sales organisation. Licensee

sales are SKr 2.75bn annually. While Astra's Seloken is one of the 10 biggest-selling drugs in the world, most of the turnover is controlled by Ciba-Geigy.

Mr Widengren justifies this policy in terms of avoiding financial risks. "In a small market like Denmark, you do not risk too much of your bottom line if things do not go right," he says. "It's a completely different ball game to get into a market like the U.S. You run into enormous demand for investment, you have a different regulatory set-up and an unfamiliar business culture."

Instead, Astra has chosen a two-step approach in attacking the U.S. and Japanese markets, the world's biggest. In 1982, it signed a deal with Merck, which agreed to pay \$60m for the right to sell new Astra products in the U.S. Merck took over responsibility for testing and distribution in the U.S. But the deal also calls for the formation of a joint company once turnover reaches a certain level.

Similarly, in Japan, the group recently set up a joint company with Fujisawa. In fact, this company's strong Seloken sales last year were largely responsible for Astra's good 1984 performance.

"I do not care how much money goes into other people's pockets as long as I get enough in my own," says Mr Widengren. "This way we have a chance to get our products on to the market with a reliable partner, and at the same time build up some knowledge of how the system works at a minimum risk."

Astra's forthcoming listing in London—there is no immediate need to raise new money, officials say—is billed as a further step in its gradual internationalisation.

Meanwhile, it is expanding its own marketing and production resources in France (following a lucrative five-year co-operation with Searle of the U.S.), is building up its organisation in South-East Asia, and is selling many products for Boots of the UK, in the Nordic region.

Despite the fact that so much is riding on the success or failure of its new product introductions, Mr Widengren is bullish about Astra's growth prospects. As for the latest setbacks, he simply says: "Look, this is a risky and long-term business."

## Top post at Simon Engineering

Mr Chris Lomberg, chief executive of SIMON ENGINEERING, has for family reasons decided to relinquish full-time executive responsibilities and will retire at the end of September. Mr Tim Lester, the director responsible for Simon's plant contracting group, will succeed him on October 1. In the meantime he has been appointed deputy chief executive to ensure a smooth handover of responsibilities.

LOEBL, STANLEY & CO, stock brokers, on April 26. Mr T. J. Amer and Mr P. A. Brampton will be taken into the partnership on the same date.

SAINSBURY'S has made the following appointments: Mr Robin Whitbread is appointed director of produce from the end of April. Mr Michael Conolly has been made vice-president manufacturing of KW Battery Co. Mr M. Farrar has become marketing director of Oldham Batteries.

THE CALEDONIAN AVIATION GROUP has appointed Mr Chris Smart to the new position of chief executive, British Caledonian Travel Holdings. BCTH is the group subsidiary which will bring together Blue Sky Holidays, Blue Sky Travel Services, and Smart marketing director of Cosmos International, Holidays and Coach Tours, will join BCTH on May 8.

BERRY PALMER & LYLE has formed a new wholly-owned subsidiary, BPL (CHINA) to supply specialist advice and services for industrial and business projects. Mr Timothy Regis, chairman of Berry Palmer & Lyle, has been appointed chairman of BPL (China) and Mr Robbie Lyle has been appointed managing director.

GEC-GENERAL SIGNAL has made the following changes: the sales and marketing director is now Mr Harry A. Codd. Mr Brian Snow, previously with GEC Transportation Projects, has been appointed commercial director.

MERRILL LYNN RELOCATION MANAGEMENT INTERNATIONAL has made the following appointment: Mr Stephen Hartley is appointed director responsible for all sales and marketing activities in the UK. Mr A. G. Hinde is appointed operations director responsible for all operations in the UK. Mr Hinde is returning from the U.S. where he has worked with Merrill Lynch Relocation Management for several years.

MR James Mc Kinnon, finance director of Imperial Group, has been elected president of THE INSTITUTE OF CHARTERED ACCOUNTANTS OF SCOTLAND.

Mr George Wadde and Mr David Cockburn have joined J. HENRY SCHRODER & CO from European Banking Company. Mr Wadde, who joins as a partner of MONTAGU.

Mr C. G. Pendred retires from the partnership of MONTAGU.

GRANVILLE & CO. has made the following appointments: Mr William E. Drake director, Mr David W. H. Steeds, Mr Haydn L. D. McLaren, Mr Guy C. Pater, and Mr David A. Metter assistant directors.

Mr Peter Cotrell has been appointed director and general manager of MCP-METELEG, the specialist silver recovery company which was formed by MGF Holdings following the acquisition of The Metelec Co from Wilson Process Systems.

Mr Charles Gibb, who was the underwriter of a Lloyds Marine Syndicate from

1966-1982, Mr Gibb was on the committee of Lloyds for eight years, including a period of three years as deputy chairman.

CRUSADER INSURANCE has appointed Mr Joseph M. Tambur and Mr Michael Tyrrell to the board. Mr Tambur continues as senior vice-president of CIGNA Worldwide Inc for international life and group operations and Mr Tyrrell as actuary of Crusader Insurance and life and group operations of CIGNA Worldwide Inc. Mr David Wentworth-Stoney and Mr Mark Cornwall-Jones have resigned as directors.

THE MERSEY DOCKS AND HARBOUR CO has appointed Mr Geoffrey Mason as finance director to succeed Mr Michael Anderson who retired last year. Mr Mason joins the Port of Liverpool from Ashe and Nethow, where he held a similar post. The personnel director, Mr Bernard Cliff, takes on a new title as director of port services with extra responsibilities including marine operations, engineers and piloting and marketing development manager Mr Ken Warton becomes director of

Mr Richard Bayden, formerly group marketing manager with the John E. Wilshier Group, has been appointed marketing director of G.E. WALLIS & SONS.

Mrs Joy West has been appointed marketing director of JEAN SORELLE.

ASTRA, Scandinavia's largest pharmaceuticals group, which is to be listed on the London Stock Exchange shortly, has successfully traded on its Nordic image of thoroughness, safety and efficiency.

As a producer of several market-leading drugs, its earnings grew on average by 40 per cent a year for the five years to 1983.

Then came disturbing reports of side-effects from Zelmid—its new anti-depressant drug—followed shortly afterwards by withdrawal of the drug from the market. Some months later, clinical trials of Omeprazole, the widely heralded new ulcer drug, were suspended, dashing optimistic market expectations for an early introduction.

Finally, late last year, cancerous symptoms caused by Pumicort (an asthma treatment) and Relevo (an anti-allergen) were discovered in laboratory animals. This has led to a major review by regulatory authorities, which may yet lead to withdrawal.

After a year of heavy blows, Astra has now been forced to write down its growth estimate for this year to a relatively slow 12 per cent in sales and profits.

With an annual turnover of SKr 3.91bn (\$430m), the group is comparatively small by international standards. Has it bitten off more than it can chew?

"Not at all," insists Mr Ulf Widengren, the managing director. "Wherever we have set out to win market shares we have succeeded."

"If you want to be in the forefront of research, you have to take chances. I do not see this as something negative. It is the basis of all scientific advancement," he says, pointing out that Astra's development policy is focused on finding unique remedies to old problems.

Mr Widengren lists Astra's successes, which stretch back to the late 1940s, when it began marketing the well-known cyclocaine local anaesthetic.

Today, some 60 per cent of the group's turnover is generated by top-selling cardiovascular and respiratory drugs—Seloken (or Zelmid), a beta-blocker for treating heart disease, has a 20 per cent world market share. Within a year of its introduction in Japan, it became the most popular treatment of its type. Moreover, both the Bricanyl anti-asthma preparation and the Penglobe

ampicillin have a 10 per cent world market share.

Mr Widengren set out on a wide-ranging restructuring effort when he took over in 1977, disposing of several mostly profitable but unprofitable businesses which included risk protection and veterinary care.

In the past eight years, profitability has climbed from 7.2 per cent to 20.9 per cent. Even after its setbacks and despite heavy price pressure on regulated markets, the group increased pre-tax profits by 21 per cent to SKr 785m last year, and significantly cut its foreign debt burden. Moreover, the level of investment in research and development—19 per cent of sales—ranks among the highest in the world.

Yet, despite these efforts, the withdrawal of Zelmid, and a delay in the launch of the potentially important Omeprazole for its decision to license several key products on the largest markets, rather than devoting its own resources to strengthening the worldwide sales organisation. Licensee

sales are SKr 2.75bn annually. While Astra's Seloken is one of the 10 biggest-selling drugs in the world, most of the turnover is controlled by Ciba-Geigy.

Mr Widengren justifies this policy in terms of avoiding financial risks. "In a small market like Denmark, you do not risk too much of your bottom line if things do not go right," he says. "It's a completely different ball game to get into a market like the U.S. You run into enormous demand for investment, you have a different regulatory set-up and an unfamiliar business culture."

Instead, Astra has chosen a two-step approach in attacking the U.S. and Japanese markets, the world's biggest. In 1982, it signed a deal with Merck, which agreed to pay \$60m for the right to sell new Astra products in the U.S. Merck took over responsibility for testing and distribution in the U.S. But the deal also calls for the formation of a joint company once turnover reaches a certain level.

Similarly, in Japan, the group recently set up a joint company with Fujisawa. In fact, this company's strong Seloken sales last year were largely responsible for Astra's good 1984 performance.

"I do not care how much money goes into other people's pockets as long as I get enough in my own," says Mr Widengren. "This way we have a chance to get our products on to the market with a reliable partner, and at the same time build up some knowledge of how the system works at a minimum risk."

Astra's forthcoming listing in London—there is no immediate need to raise new money, officials say—is billed as a further step in its gradual internationalisation.

Meanwhile, it is expanding its own marketing and production resources in France (following a lucrative five-year co-operation with Searle of the U.S.), is building up its organisation in South-East Asia, and is selling many products for Boots of the UK, in the Nordic region.

Despite the fact that so much is riding on the success or failure of its new product introductions, Mr Widengren is bullish about Astra's growth prospects. As for the latest setbacks, he simply says: "Look, this is a risky and long-term business."

Mr Ulf Widengren, lists Astra's successes, which stretch back to the late 1940s, when it began marketing the well-known cyclocaine local anaesthetic.

Today, some 60 per cent of the group's turnover is generated by top-selling cardiovascular and respiratory drugs—Seloken (or Zelmid), a beta-blocker for treating heart disease, has a 20 per cent world market share. Within a year of its introduction in Japan, it became the most popular treatment of its type. Moreover, both the Bricanyl anti-asthma preparation and the Penglobe

ampicillin have a 10 per cent world market share.

Mr Widengren set out on a wide-ranging restructuring effort when he took over in 1977, disposing of several mostly profitable but unprofitable businesses which included risk protection and veterinary care.

In the past eight years, profitability has climbed from 7.2 per cent to 20.9 per cent. Even after its setbacks and despite heavy price pressure on regulated markets, the group increased pre-tax profits by 21 per cent to SKr 785m last year, and significantly cut its foreign debt burden. Moreover, the level of investment in research and development—19 per cent of sales—ranks among the highest in the world.

Yet, despite these efforts, the withdrawal of Zelmid, and a delay in the launch of the potentially important Omeprazole for its decision to license several key products on the largest markets, rather than devoting its own resources to strengthening the worldwide sales organisation. Licensee

sales are SKr 2.75bn annually. While Astra's Seloken is one of the 10 biggest-selling drugs in the world, most of the turnover is controlled by Ciba-Geigy.

Mr Widengren justifies this policy in terms of avoiding financial risks. "In a small market like Denmark, you do not risk too much of your bottom line if things do not go right," he says. "It's a completely different ball game to get into a market like the U.S. You run into enormous demand for investment, you have a different regulatory set-up and an unfamiliar business culture."

Instead, Astra has chosen a two-step approach in attacking the U.S. and Japanese markets, the world's biggest. In 1982, it signed a deal with Merck, which agreed to pay \$60m for the right to sell new Astra products in the U.S. Merck took over responsibility for testing and distribution in the U.S. But the deal also calls for the formation of a joint company once turnover reaches a certain level.

Similarly, in Japan, the group recently set up a joint company with Fujisawa. In fact, this company's strong Seloken sales last year were largely responsible for Astra's good 1984 performance.

"I do not care how much money goes into other people's pockets as long as I get enough in my own," says Mr Widengren. "This way we have a chance to get our products on to the market with a reliable partner, and at the same time build up some knowledge of how the system works at a minimum risk."

Astra's forthcoming listing in London—there is no immediate need to raise new money, officials say—is billed as a further step in its gradual internationalisation.

Meanwhile, it is expanding its own marketing and production resources in France (following a lucrative five-year co-operation with Searle of the U.S.), is building up its organisation in South-East Asia, and is selling many products for Boots of the UK, in the Nordic region.

Despite the fact that so much is riding on the success or failure of its new product introductions, Mr Widengren is bullish about Astra's growth prospects. As for the latest setbacks, he simply says: "Look, this is a risky and long-term business."

Mr Ulf Widengren, lists Astra's successes, which stretch back to the late 1940s, when it began marketing the well-known cyclocaine local anaesthetic.

Today, some 60 per cent of the group's turnover is generated by top-selling cardiovascular and respiratory drugs—Seloken (or Zelmid), a beta-blocker for treating heart disease, has a 20 per cent world market share. Within a year of its introduction in Japan, it became the most popular treatment of its type. Moreover, both the Bricanyl anti-asthma preparation and the Penglobe

ampicillin have a 10 per cent world market share.

Mr Widengren set out on a wide-ranging restructuring effort when he took over in 1977, disposing of several mostly profitable but unprofitable businesses which included risk protection and veterinary care.

In the past eight years, profitability has climbed from 7.2 per cent to 20.9 per cent. Even after its setbacks and despite heavy price pressure on regulated markets, the group increased pre-tax profits by 21 per cent to SKr 785m last year, and significantly cut its foreign debt burden. Moreover, the level of investment in research and development—19 per cent of sales—ranks among the highest in the world.

Yet, despite these efforts, the withdrawal of Zelmid, and a delay in the launch of the potentially important Omeprazole for its decision to license several key products on the largest markets, rather than devoting its own resources to strengthening the worldwide sales organisation. Licensee

sales are SKr 2.75bn annually. While Astra's Seloken is one of the 10 biggest-selling drugs in the world, most of the turnover is controlled by Ciba-Geigy.

Mr Widengren justifies this policy in terms of avoiding financial risks. "In a small market like Denmark, you do not risk too much of your bottom line if things do not go right," he says. "It's a completely different ball game to get into a market like the U.S. You run into enormous demand for investment, you have a different regulatory set-up and an unfamiliar business culture."

Instead, Astra has chosen a two-step approach in attacking the U.S. and Japanese markets, the world's biggest. In 1982, it signed a deal with Merck, which agreed to pay \$60m for the right to sell new Astra products in the U.S. Merck took over responsibility for testing and distribution in the U.S. But the deal also calls for the formation of a joint company once turnover reaches a certain level.

Similarly, in Japan, the group recently set up a joint company with Fujisawa. In fact, this company's strong Seloken sales last year were largely responsible

## UK COMPANY NEWS

### McKechnie gains from NZ and domestic sides

Despite a downturn in South African operations, McKechnie Brothers lifted first half pre-tax profits by 17 per cent to £5.08m, against a comparable £3.93m.

The directors are to pay an interim dividend of 2.5p up from 2p and the first increase for five years. They state that they wish to see a better balance between the interim and the final. The share closed last night at 151p, up 1p.

Record figures from New Zealand and steady progress in the UK were enough to outstrip the South African downturn, but the directors state that the result would have been "significantly better" had it not for the adverse effects of weakness in the currencies of overseas operations.

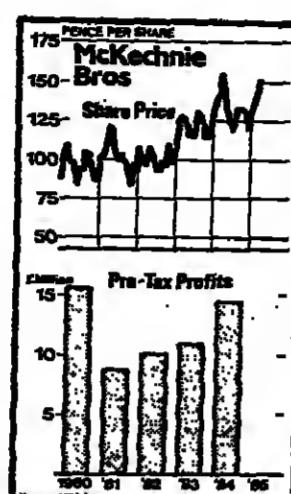
Turnover for the six months to January 31 1984 was also up at £113.68m against £97.18m. The group is a manufacturer of non-ferrous metal and plastic components and copper based chemicals.

The taxable result was after basic interest payments of £1.83m against £1.18m, and was subject to aggregate tax of 22.33m (£2.43m).

In the last full period the group made £14.49m on turnover of £202.83m. Directors indicated yesterday that the first half outcome was likely to be at least doubled in the full year.

#### Comment

McKechnie's exposure in South Africa has been a cause of worry in the past, and the 10.3m downturn there for the half year will bring some knowing winks. But the company has been overstated. SA accounts for well less than 20 per cent of total profits, and the group cannot be blamed for either the weak rand — exchange losses accounted for half the slip — or the stagnant economy. Indications are that



### Hambro Life surplus rises 16% and new business gathers pace

Hambro Life Assurance, now a member of BAT Industries, has reported a 16 per cent increase in actuarial surplus for 1984 from £27.07m to £31.44m.

When the surplus is expressed as a proportion of the number of shares in issue, the increase was 15 per cent — the amount forecast in the documents for the £654m takeover by BAT Industries.

The dividend for the year is increased by 15 per cent, from 15.8p to 18.2p, with a final payment, to BAT, of 12.8p.

The company is transferring £21.92m to the profit and loss account, while cutting the dividend, less waivers, for the year.

The retained actuarial surplus has been increased to £38.29m and share capital and reserves at the end of 1984 amounted to £16.17m.

As already reported, new business in 1984, as measured by the increase in annual new contracts, was 5 per cent. Funds under management during 1984 climbed by a quarter — from £2.88bn to £3.58bn.

The dividend for the year is increased by 15 per cent, from 15.8p to 18.2p, with a final payment, to BAT, of 12.8p.

New business in the first quarter of this year was substantially ahead of that for the first quarter of 1984. Most of this increase arises in life insurance sales ahead of the Budget, a boom experienced by the whole UK life assurance industry.

However, the company reported that its new savings products in 1984, as measured by the increase in annual new contracts, was 5 per cent. Funds under management during 1984 climbed by a quarter — from £2.88bn to £3.58bn.

The dividend for the year is increased by 15 per cent, from 15.8p to 18.2p, with a final payment, to BAT, of 12.8p.

### York Trailer sees better return

RESULTS FOR 1984 from York Trailer Holdings did no more than confirm the company's emergence from the recession.

But steps have been taken and are already yielding substantial results. Profits so far in the current year are "significantly stronger" than last year, and important new products coming on stream, the directors feel there is no reason why results for 1985 cannot be "a substantial improvement" on the past year.

The trailer and component business is as great as any in the country's history, and last the Northallerton plant is taking the necessary longer strides.

Although the debt to equity ratio has reached a "healthy level," the profit does not permit

more than a start to removing the preference dividends accrued.

Subject to the present profit holding, the directors will decide of some arrears in addition to the late in the year on the payment current year's dividend.

After paying the £78.25m half year dividend on January 2 last, the amount totalling £547,777.

In 1984, turnover of this Canadian controlled group showed a slight decrease to £23.31m (£23.42m), and the operating profit to £781,000 (£813,000). However, lower interest charges of £243,000 (£244,000) leaves the basic balance up at £55.000 (£56,000).

The directors say the basic reason for the lack of growth was poor profit margins on sales, plus the Northallerton plant's failure to respond to an upturn in York Technical Services had a good year.

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to any person to subscribe for or purchase any securities of Anglo-Eastern Plantations Plc ("Anglo-Eastern").

### ANGLO-EASTERN PLANTATIONS PLC

(Incorporated in England No. 1594630)

#### Introduction

arranged by

N M Rothschild & Sons Limited

pursuant to an offer for subscription of 1,825,000 units each consisting of four ordinary shares of 25p each ("ordinary shares"), one warrant and £1 nominal 12 per cent unsecured loan stock 1995.99 ("loan stock").

The securities of Anglo-Eastern are as follows:

Authorised	£25,625,000	Ordinary shares	£4,575,000
Issued and now being issued fully paid	£2,825,000	Loan stock	£3,825,000
	1,825,000	Warrants	1,825,000

Application has been made for the securities issued and now being issued fully paid to be admitted to the Official List.

Anglo-Eastern is a new plantation company which has acquired the entire estate interests in Sumatra of the Anglo-Indonesian Corporation Plc, Plantation & General Investments Plc and R.E.A. Holdings plc. Anglo-Eastern has:

- \* a balanced portfolio of estates planted to rubber, cocoa and oil palm;
- \* a substantial current planting programme principally in oil palm, but also in rubber and cocoa, which will result in a planted area of 629 hectares; and
- \* a prospective allocation of a further 10,000 hectares which the Indonesian government has agreed to make available for planting.

Copies of the listing particulars relating to Anglo-Eastern are available in the Excel Statistical Services. Copies of the listing particulars may also be obtained during normal business hours today and tomorrow from the Company Announcements Office of The Stock Exchange and on any weekday (Saturdays and public holidays excepted) up to and including 5th May 1985, from:

Anglo-Eastern Plantations Plc, N M Rothschild & Sons Limited, Hoare Govett Limited, The Old Rectory, New Court, Heron House, 29 Martin Lane, St. Swithin's Lane, 39-395 High Holborn, London EC1P 0DS London WC1V 7PB

15th April, 1985.

### Sumatran plantation deal is reaching final stage

A COMPLEX deal concentrating the Sumatran plantation interests of three companies into one new one is reaching the final stage with a £6.3m fund-raising exercise by the new company, Anglo-Eastern Plantations.

The issue is sponsored by N M Rothschild & Sons. It is technically an introduction since units are being allotted to shareholders of the three former owners, Anglo-Indonesian Corporation, Plantation & General Investments and R.E.A. Holdings, as well as to those of R.E.A.'s parent, International Investment Trust Co, Jersey.

Dealing in the units will commence in full paid form next week, giving shareholders of the former parents the chance to remain invested in Sumatra or to renounce their "rights" at premium.

The offer, to which Hoare Govett is broker, comprises 1,825,000 units, consisting of four ordinary shares of 25p, 12 per cent loan stock 1995/99 and a warrant to buy one share, which may be exercised through pay-

ment of loan stock or cash. The unit price is 380p.

The three former parents and IIT will subscribe to a total of 255,624 units and the remainder will be underwritten by Rothschild. After the offer is completed, R.E.A. will hold 32.7 per cent of the company, Anglo-Indonesian 22.5 per cent and Plantation & General 10.2 per cent.

Anglo-Eastern has three developed estates producing rubber and cocoa in North Sumatra. It needs the new money, however, to fund development of a 6,000 hectare oil palm plantation in the Taski area. The estate is due to be fully planted by the end of 1986, mature by the end of 1990 and in full production by 1992. Projected production then is 40,000 tonnes of oil palm oil and kernels.

Costs associated with the development include clearing the land, labour, seed, fertiliser, and the establishment of infrastructure such as roads and quarters for the labour force.

### British Alcan sustains recovery and cuts debt

BY IAN RODGER

British Alcan Aluminium, part of the Canadian aluminium group, continued its strong recovery last year, with pre-tax profits more than doubled to £49.8m compared with £22.3m in 1983.

Mr George Russell, managing director, said the improvement was due mainly to the benefits of the group's integration following the takeover of British Aluminium. Prior to this, Alcan and BA had combined losses of £28.5m in 1982.

British Alcan's turnover last year was up 13.4 per cent to £822.6m through a combination of volume and price increases across the group's range of primary, semi-finished and finished products. Operating profits were £71.2m (£34m) and interest charges eased slightly to £21.4m (£21.9m). After tax of £2.4m (£3.1m) and minorities attributable profits reached £47m compared with £18.9m.

The group paid off £35m of

its £209.4m borrowings last year, reducing its debt equity ratio from 31.49 to 41.59. (These debt figures exclude £56m in subordinate loans from the parent company.) The emphasis this year will continue to be on debt reduction to reduce the debt portion of total capital to 35 per cent.

However, capital spending is also being raised, from £12m to about £15m this year, mainly for plant refurbishment and minor debottlenecking projects.

Mr Russell said the group's smelters were operating "flat out" and the Lyneham power station would be back in production after it was shut during the miners' strike. All the fabrication businesses were running at 80 per cent of capacity or better. However, there was still considerable room for upgrading products and cutting costs. Return on capital employed was only 11.6 per cent last year.

#### DIVIDENDS ANNOUNCED

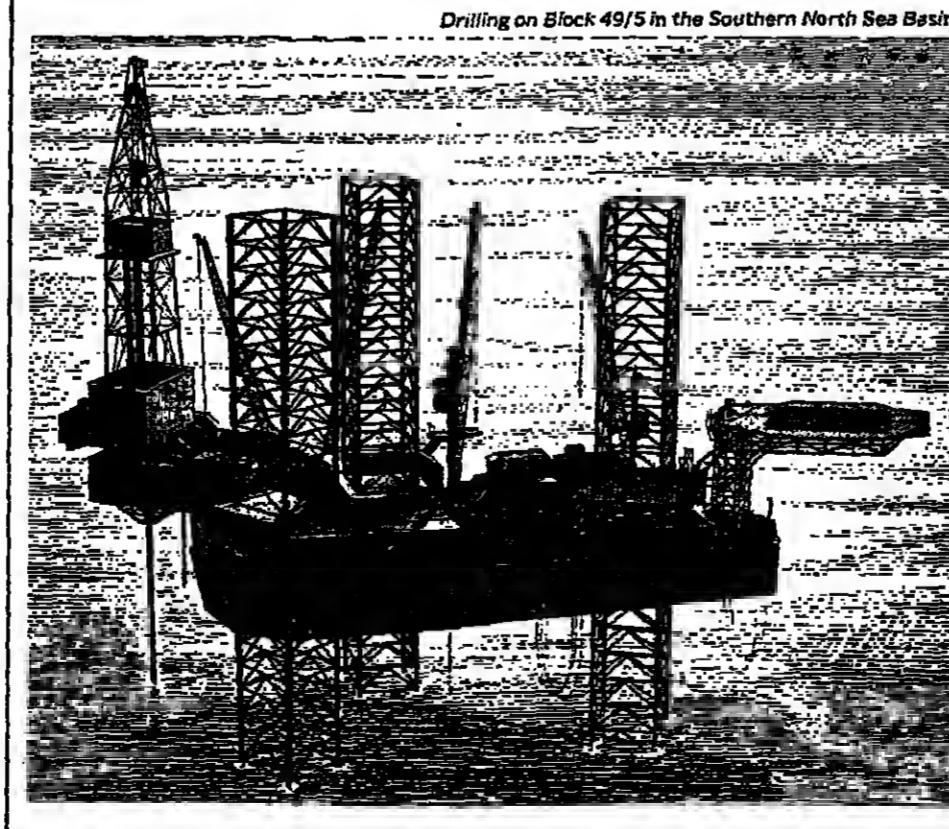
	Current payment	Date of payment	Corrs. for	Total	Total last year
Aberdeen Trust ...	Int. 2.5%	June 24	1.8	5.25	
Bentford Concrete .....	2.75	—	2.75	3.75	3.75
Bentalls .....	1.75	June 5	1.4	2.1	1.75
Betec .....	1	July 2	Nil	1.5	Nil
Border & Sina .....	Int. 1.3	June 7	1.3	—	3.3
Cory (Horace) .....	1.2	June 12	0.8	3	1.4
John Crowther .....	1.5	Aug 5	1	1.5	1
First Castle .....	1.27†	—	1.16	2.12	1.93
Hambro Life .....	12.8	—	11.1	18.2	15.8
Marris Queensway .....	2.75	June 24	2.55*	4.5	3.5*
Lake View Inv. ....	3.05	July 1	2.65	8.85	4.4
Laporte .....	5.50	June 14	4.53*	8.75	7.6
Leeds Holdings .....	2	May 27	1.85	3.3	3.15
Thos. Marsden .....	1	—	1	1	1
McKechnie Bros. ....	Int. 2.5	June 1	1.2	2.4	1.2
Scottish Mortgage .....	4.5	June 5	3	—	7.26
Securities Scotland .....	2.7	June 27	3.5	7.5	6.4
SI Group .....	0.44	July 1	0.44	—	1.6
Tilbury Group .....	2.1	June 12	3.1	4.8	4.4
Ward Whistler .....	4	July 12	3.39	5.69	4.88

Dividends shown pence per share net except where otherwise stated.

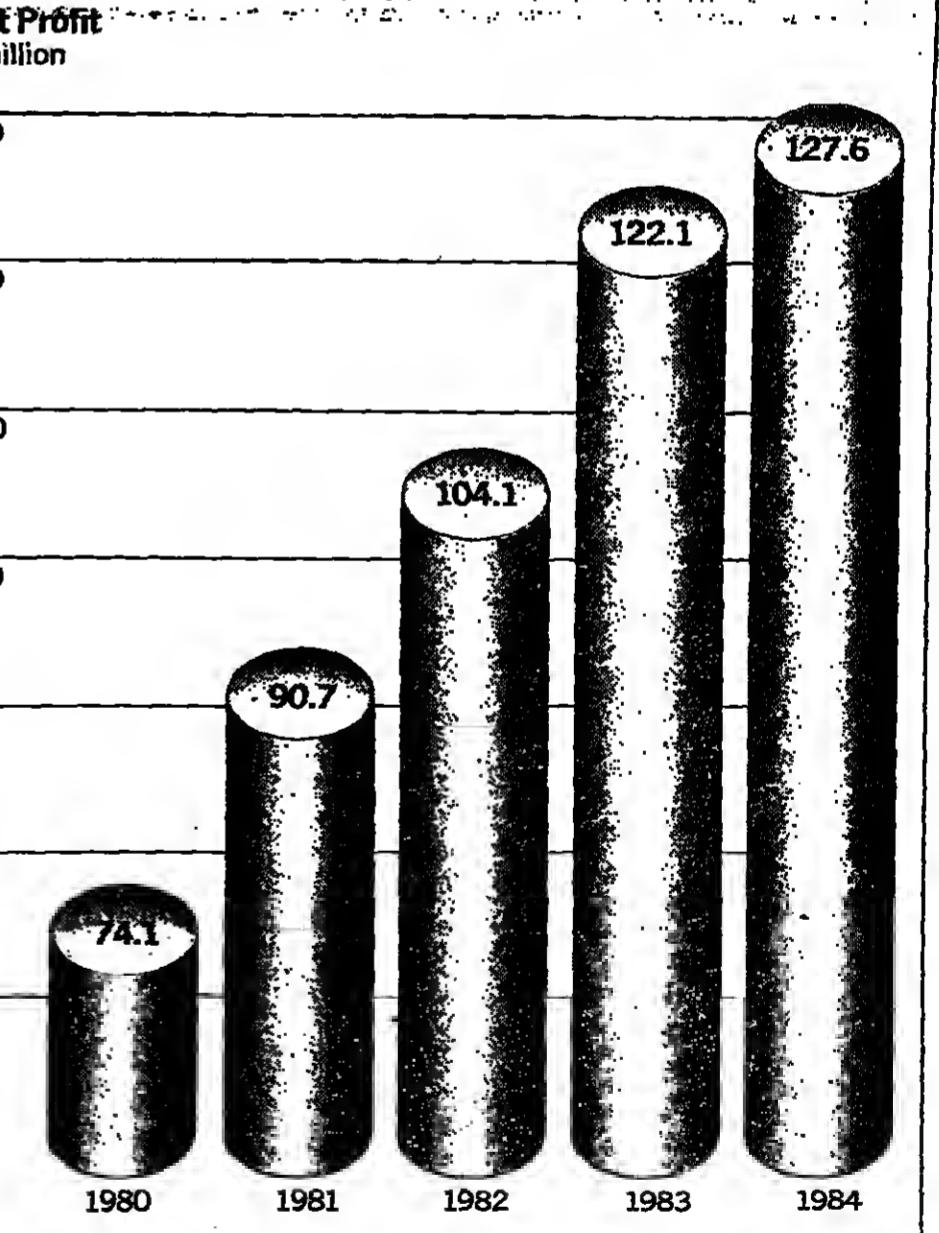
\* Equivalent after allowing for scrip issue. † On 100p.

increased by rights and/or acquisition issues. ‡ USM stock.

§ Unquoted stock. ¶ Partly to reduce disparity.



Drilling on Block 49/5 in the Southern North Sea Basin.



**Ultramar**

Morgan House, 1 Angel Court  
London EC2R 7AU

For a copy of the 1984 Annual Report please write to the Company Secretary at the above address

## UK COMPANY NEWS

## Harris Queensway 6.4% higher

IN ALL major divisions of the Harris Queensway group of carpet and furniture retailers, sales and profits showed "healthy gains" for the year ended December 24, 1984.

This led to the trading profit showing a 26 per cent rise to £31.34m, but the £4.6m costs of establishing and reorganising the joint venture with Debenham's had their effect, and the pre-tax profit rose only 6.4 per cent, from £25.62m to £27.26m.

Mr Phil Harris, the chairman, is pleased with the "very satisfactory" progress achieved, and says the year was one of activity and change. The group grew to some 680 retail outlets and now has over 7,000 employees.

He says much work was undertaken during the year to lay the foundations of growth, and availability of finance should not be any constraint to future expansion. Trading in the first few months of 1985 has been made difficult by bad weather and rising interest rates, but consumer spending "appears to have improved" since the Budget, and this is reflected in the current trading figures for all the group's divisions.



Mr Phil Harris, the chairman

The level of trade in Debenham's Furnishings was much as expected and good progress is being made towards improving margins and reducing costs. Sales in Greene's were well up to expectations.

Considerable efforts have been

devoted to the rationalisation and the reorganisation of the two joint venture companies, particularly in the areas of mer-

## Tilbury marginally up at £3m

WITH MIXED results from its divisions, Tilbury Group has announced marginally better pre-tax profits of £3.02m against £2.92m for 1984. This 3.2 per cent increase was achieved on turnover ahead by 14 per cent from £53.58m to £61.28m.

The directors are recommending a final 3.4p (3.1p) dividend to lift the total for the year by 9 per cent to 4.8p (4.4p). Stated net earnings per share are shown bigger at 13.5p against 12.3p.

They say that the group entered 1984 with a more balanced workload, particularly in construction where orders were well up on last year. Roadstone, despite the severe winter, anticipates a better year, and in property, although it is likely that fewer houses will be built in the South East during the year, a promising start has been made in Scotland.

During the first six months SI Coolers maintained its growth. Although Southern Industries (Croydon) had slightly higher turnover its profits were badly affected by production problems arising from the necessity to accelerate.

The engineering companies continued to make an increased contribution.

Subsequent to the final settlement of the disposal of Spencer Gears, provisions no longer required were released to extraordinary items. These totalled £101,000.

experienced an increased loss and last month the company decided to stanch this by selling off the sales side — a once and for all £375,000 provision for which appears in the extraordinary items for this time round. Offsetting this was a gain of almost exactly the same amount from the disposal of a freehold property.

"It is an exercise that can endlessly be repeated. For some time now the share price has been supported at its present level by market rumours of a possible bid — although with almost all the potential aggressors having sold out to institutions little substance for the bid appears to remain. For 1985 the market is looking for £3.1m

which gives a prospective multiple of 11 on 12.3p, perhaps a little bit too demanding for the sector.

## Horace Cory at record £1m

THE SECOND six months for Horace Cory were equally as good as those of the opening half-year and enabled this chemical maker to push its 1984 pre-tax profits up £1m to £3.42m (£2.42m).

With net earnings coming through 4.13p ahead at 5.80p, shareholders will receive an increased final dividend of 12p, which lifts the total from 1.4p to 2p per 50 share.

A scrip issue on a one-for-one

basis is also proposed. Turnover for the year improved from £3.49m to £6.26m and taxable profits amounted to £1.05m, compared with a depressed £0.475m.

Turnover for the year improved from £3.49m to £6.26m and taxable profits amounted to £1.05m, compared with a depressed £0.475m.

Turnover for the year improved from £3.49m to £6.26m and taxable profits amounted to £1.05m, compared with a depressed £0.475m.

## Domino Printing offer to raise £11m

By Terry Garrett

AN OFFER for sale to raise £11m has been launched by Domino Printing Sciences, Europe's market leader in the field of continuous ink jet printers for industrial applications.

Next Monday a full prospectus will be published for the offer by Hill Samuel of just under 5.5m shares — 4.19 per cent of the capital — at 20p each valuing the company at £26.2m.

Ink jet printers have a wide range of industrial applications in the packaging and printing sectors. They can be used, for example, to mark perishable food and beverage products with "best before" dates and coding for store control purposes.

In the last financial year 31 per cent of sales by unit went to the drinks industry, 22 per cent to food, and 13 per cent to pharmaceuticals.

From its Cambridge base Domino supplies all areas other than America, Australia and New Zealand. Distribution in these regions is handled by American Technologies Inc. which will shortly commence manufacturing.

In the year to October 1984 the U.S. provided a major growth area for Domino with maiden sales of 290 units out of a total of 895. Other regions saw a rise in sales from 289 units to 605.

From the years ended October 1982 to 1984 pre-tax profits climbed from £121,600 to £263,000 and then jumped to £1.84m on sales of £7.7m.

On the basis of 1983-84 profits Domino is coming to the market on a p/e of 23.3 on an actual tax charge on 19.2 assuming a 35 per cent rate.

No profit forecast is made for the current year, but sales in the first five months were running about 30 per cent ahead.

Of the 5.5m shares on sales, 1.5m are new, raising a net £2.4m for the company, part of which will be used to repay about 50.5m of borrowings.

A further 1.62m shares are being sold by American Technologies, these were originally offered in consideration for the purchase of AT's 49 per cent stake in Domino Anjet.

A large part of the increase stemmed from the group's share of the Interox companies, which contributed £1.9m, against £1.32m, with "significant improvements" in the U.S., Australia and Germany.

Net cash at the year end came to £51m, including £10m invested in AT.

Operational cash flow in 1984 was £13m.

**• comment**

With 1984's third-largest fire, the £30m conflagration at the half-owned Interox's Warrington plant fully covered by insurers for both rebuilding costs and

## Ward White tops forecast with the help of Halfords

WITH A 63 per cent increase in taxable profits to £14.31m, Ward White Group has surpassed market expectations for the year ended January 31, 1984, and beaten by some £1.06m the forecast made in February at the time of the abortive bid for Foster Brothers Clothing.

Acquisitions made during the year played a notable part. The Halfords purchase last November marked a departure for the group — traditionally a manufacturer and retailer of footwear and safety products — into the area of motor accessories, and Mr Philip Birch, the chairman, pointed yesterday to the £1m pre-tax contribution from Halfords in only two months trading.

The return from the U.S. company Wiener Enterprises, of which nearly 45 per cent was bought last April, also pleased Mr Birch, who said that more acquisitions could be expected in the current year.

Since the purchase of Halfords the group has accelerated a store refurbishment programme together with a cost efficiency drive. It has introduced electronic point of sale equipment and an expansion of the business by the purchase of 21 additional stores previously trading as Motorist Discount Centres.

It is developing a new trading policy which will involve Halfords in the relocation of a num-

ber of stores to edge-of-town sites. This is expected to give rise to some 20 units being operational by the year end, and an experiment in Sunday trading is proving successful, said Mr Birch. Halfords will be a good buy, which has been successfully integrated.

Turnover moved ahead from £79.4m to £84.6m, and the easing of margins is expected to continue. Mr Birch said that the group's present strategy of mov-

ing into retail and away from manufacture would continue.

The dividend for the year is raised from 4.93p to 5.694p with a 4p rise on increased capital, with earnings per share shown at 19.25p (14.45p) after a tax charge of £3.41m (£2.43m).

Mr Birch added that the group had made a good start to the current year, with sales running well ahead.

### • comment

It seems churlish to point to a possible cloud on the horizon of a company which has just topped its own and the market's best estimates, but retailing is an notoriously fickle market, especially in the U.S. Ward White did very well there last year, again in the year to date, but the current term may present more problems, particularly in soft goods. That said, everything else seems rosy for the group, which seems to have the knack of acquiring much-needed profitable businesses down to fine art. It is shedding no tears over Foster Brothers, and positively promises that there will be further purchases this year, though declining to be specific about the size of its targets. Any buy upwards of, say £50m would have to be financed by paper, but this would not be difficult with a yield standing yesterday at 270p, up 14p, with an historic p/e of around 14. The yield is 3.

## Profit gains all-round at Laporte

A WORLDWIDE improvement in profits in 1984 at Laporte Industries (Holdings), especially chemicals, has produced a 67 per cent increase in the taxable result from £30.2m to £47.5m.

The dividend is being raised from an equivalent 7p to 8.75p, with the directors recommending a final payment of 5.5p. A one-for-three scrip issue is proposed.

The profits are more than double the figure of three years ago, included a substantial contribution from overseas," says Mr R. M. Ringwald, the chairman.

A large part of the increase stemmed from the group's share of the Interox companies, which contributed £1.9m, against £1.32m, with "significant improvements" in the U.S., Australia and Germany.

Net cash at the year end came to £51m, including £10m invested in AT.

**• comment**

With 1984's third-largest fire, the £30m conflagration at the half-owned Interox's Warrington plant fully covered by insurers for both rebuilding costs and

consequential losses, Laporte has ended the year happily with £51m in the bank. Most of this comes from £14m netted from the disposal of the cyclical titanium dioxide business.

The

halfway profits were 62 per

cent ahead at £22.2m pre-tax but the group anticipated a slow-down in the second six months.

Retained profits for the year totalled £62.2m (£18.8m) after taking into account a £43.2m extraordinary credit (£2.3m) in connection with the sale of the titanium dioxide businesses and the excess over book value of the Warrington hydrogen peroxide plant destroyed by fire.

Net cash at the year end came to £51m, including £10m invested in AT.

Operational cash flow in 1984 was £13m.

**• comment**

With 1984's third-largest fire,

the £30m conflagration to

date. For 1985 the market is

looking for £57m, which is a

prospective multiple of a little

under 13 on 430p, a high rating

which has to be justified by

Laporte's shift into specialised

growth areas outside of the

traditional chemicals sector.



## BNP Expansion continues

The Chairman, Lord Hunt of Tanworth GCB, reports:

### In 1984

- Assets increased 14% to £2.7 billion
- Capital resources grew 22% to £118 million
- Operating profit was up 10% to £15.4 million
- FX, LIFFE and ECGD activities all thriving
- BNP a leading dealer in the new ECU market
- BNP active in FRA's, interest and currency swaps
- Major rôle in financing Alwyn North project

## Banque Nationale de Paris p.l.c.

S-13 King William Street, London EC4P 4HS, Tel: 01-626 5678, Telex: 883412

Also in Knightsbridge, Berkeley Square, Birmingham, Leeds, Edinburgh and Manchester

BNP Group Head Office: 16 Boulevard des Italiens, 75009 Paris

Copies of the BNP p.l.c. Annual Report are available from the Company Secretary

## HALIFAX BUILDING SOCIETY

£100,000,000

Transferable Loan Facility

Lead Managed by

Citicorp International Bank Limited • The Industrial Bank of Japan, Limited  
Morgan Guaranty Trust Company of New York • Union Bank of Switzerland

Managed by

A P Bank Limited • Banca Commerciale Italiana, London Branch • Banco di Roma, London Branch  
Crédit Commercial de France, London Branch • The Dai-Ichi Kangyo Bank, Limited

Goto (UK) Limited • Istituto Bancario San Paolo di Torino, London Branch

The Taiyo Kobe Bank, Limited • The Tokai Bank, Limited • Yorkshire Bank PLC

Co-Managed by

Bank Mees & Hope NV, London Branch

Provided by

A P Bank Limited • Banca Commerciale Italiana, London Branch  
Banco di Roma, London Branch • Bank Mees & Hope NV, London Branch

The Chuo Trust and Banking Company, Limited • Citibank, N.A.

Crédit Commercial de France, London Branch • The Dai-Ichi Kangyo Bank, Limited

Goto (UK) Limited • The Industrial Bank of Japan, Limited

Istituto Bancario San Paolo di Torino, London Branch • Morgan Guaranty Trust Company of New York

National Bank of Egypt, London Branch • The Taiyo Kobe Bank, Limited

The Tokai Bank, Limited • Union Bank of Switzerland • Yorkshire Bank PLC

Adviser to the borrower

Sterling Brokers Limited

Citicorp International Bank Limited

Agent

+

12th April, 1985

## UK COMPANY NEWS

**Berkeley Exploration £10m offer for Anvil**

By Ian Hargreaves

Berkeley Exploration and Production has agreed to pay £10m for Anvil Petroleum in the latest of a series of bids involving small UK oil companies.

Berkeley is offering seven of its own shares for each Anvil share, valuing Anvil at 65p a share or £10.2m. A cash alternative, equivalent to 56.9p a share, is also available, subject to the offer becoming unconditional.

The two companies expressed confidence yesterday that the deal would go through, given that the combination of Berkeley's position in the North Sea with Anvil's extensive onshore UK acreage will enable the merged company "to take advantage in the future of strategic opportunities which are currently unavailable to each because of their relatively small sizes."

Two key Berkeley shareholders, Elf UK, with 27.2 per cent, and Guinness Mahon Energy, with 7.0 per cent, are backing the bid. But Charterhouse Petroleum, which owns 22.3 per cent, has not committed itself.

Mr Tony Craven-Walker, managing director of Charterhouse, said the company would be unlikely to declare its hand before a shareholders' meeting. "We have to know more about the details to know whether it makes sense for shareholders," he said.

Charterhouse has in the past expressed an interest in buying Berkeley and in the City last night there was speculation that the company may use the opening created by the proposed merger to make a move of its own.

Viscount Torrington, Anvil's managing director, said that his company's institutional shareholders had expressed support for the plan, although of the major holders, only Finance and Investment International, with 23.2 per cent, had formally declared its acceptance of the offer last night.

Lord Torrington and two other Anvil directors have agreed to join the Berkeley Board.

The two companies have a complex history. Anvil, known as Attock Petroleum until 1981, used to have major interests in Pakistan. "Colourful rather than rich," is Lord Torrington's summary. Berkeley has been the subject of a recent owner struggle between Mr Paul Bristol and Sir Eric.

The two companies have one important thing in common: both own small stakes in producing North Sea fields—Berkeley in the Forties Field and Anvil in the Clwyd.

These deals were designed to provide a tax shelter for exploration spending, but in Anvil's case the logic has been somewhat undermined by the last Budget, which disallowed onshore spending against tax.

**Higher N. Sea oil output boosts Esso to £709m**

By DOMINIC LAWSON

Esso, the UK subsidiary of Exxon, the world's largest oil company, yesterday announced 1984 net profits of £709m, well up on the previous year's output of £51m.

The main reason for the increase was a 10 per cent rise in the company's North Sea oil production, which averaged 366,000 barrels a day. Also the value of each barrel produced by the company increased in sterling terms, thanks to the strength of the dollar, the currency in which oil is traded.

However, Esso was prepared to reveal that its gross revenues were £10.1bn, up from £7.6bn, and that it paid taxes and royalties of £2.1bn, a 10 per cent increase on 1983's tax bill.

Mr Archie Forster, the chairman and chief executive of Esso,

stressing costs of oil to the UK consumer. Last week, Esso attempted to remedy this by increasing its retail petrol price by 5p to 204.5p a gallon.

For reasons of commercial security Esso refuses to give the figures for the profits of its various businesses, but it seems clear that last year Esso did better in the UK refining and marketing business than its rival, Shell, which made losses there.

However, Esso was prepared to reveal that its gross revenues were £10.1bn, up from £7.6bn, and that it paid taxes and royalties of £2.1bn, a 10 per cent increase on 1983's tax bill.

Mr Archie Forster, the chairman and chief executive of Esso,

said yesterday that without this payment from Esso, the Government would need to put an extra £10 on the standard rate of income tax to maintain its tax revenues.

Esso was also generous to its parent company, Exxon. It has paid the parent company \$230m as an annual dividend, compared with only \$200m in 1983. Of this year's payout, Esso drew down \$200m from retained profit from earlier years.

Last year Esso implemented capital expenditure of £450m, compared with £356m in 1983, and that it paid taxes and royalties of £2.1bn, a 10 per cent increase on 1983's tax bill.

Mr Archie Forster, the chairman and chief executive of Esso,

**M. Brown goes on the offensive**

By CHARLES BATECHER

Matthew Brown, the Blackburn-based brewer which is facing off a 510m takeover bid from Scottish & Newcastle Breweries, went on the offensive yesterday with a detailed attack on the rationale for the offer.

On the day that Matthew Brown posted its defence document to shareholders a group of 20 employees made the trip to London to confront the chairman of the bid in the City and outside the House of Parliament.

After meeting the brewery workers Mr Dale Campbell-Favours, Labour MP for Workington, where Matthew Brown has one of its four breweries, asked Mrs Thérèse, the then Home Minister's question time to refer the bid to the

Monopolies and Mergers Commission.

The Campaign for Real Ale yesterday launched a campaign to maintain the independence of Matthew Brown. It has mailed posters and petitions to each of the company's pubs "to give the average drinker a chance to register a protest."

Mr Patrick Townsend, the chairman, argued that takeover of his company would add only 550 pubs to S. & N.'s existing tied estate of 1,400 pubs and would still leave S. & N. trailing far behind the other major brewers.

"This should address the real issue, which for them is one of diversification," he urged. "Buying us would dilute their earnings and still they would still not have begun to address their real problem."

The 11-page defence document claims that Matthew Brown's average trading margins of more than 15.5 per cent over the past five years with S&N's margins of between 7.7 and 9.3 per cent.

It argued that Matthew Brown's prime-winning Slalom lager and its Lion John Peel and Theakston beers, while S&N's products unsuited to S&N's commodity-based approach to beer sales.

Matthew Brown said that its trade mix of one-third of sales going to tied houses and two-thirds to free houses was the right mix.

It contrasted this with S&N's approach to take-home sales—the most competitive and least profitable area of the beer market.

S&N responded that the Matthew Brown document was long on emotion and short on financial arguments.

Matthew Brown's shares fell 5p to 59p yesterday, well below the value of 63p placed on its shares by the bid. S&N's shares rose 1p to 133p.

**Huntleigh Tech. placing**

FULL DETAILS have been released of the placing by broken Laing & Crichtonshank of 1.2m ordinary shares—14.5 per cent—in Huntleigh Tech. Neley.

The placing price has been pitched at 150p, bring the company to the USM on a p/c of 23.7 assuming an actual tax charge.

The placing is 14 per cent.

Huntleigh, valued at £12.7m, is run by Mr Rolf Schild as chairman, and Mr Peter Epstein as his deputy. The placing has been together since 1986 when they formed SE Laboratories, which went public in 1983 and was later taken over by EML.

They later became major shareholders in Huntleigh Group before it disappeared into Flight Refining. As part of that deal the non-defence interests of Huntleigh were sold back to Mr Simons and Mr Epstein and these are now returning to the market in the shape of Huntleigh Tech.

Current year indications are such that the organic growth should continue with increased momentum in both domestic and export markets.

**MAINTAINING AN EDGE IN A YEAR OF RAPID CHANGE**

(Summarised from the 1984 Britannia Building Society Annual Report presented by the Chairman, Sir Hubert Newton, Hon. M.A. (Keele).)

In 1984 the Society's progress was more than maintained despite fluctuations in interest rates during the year.

**THE YEAR 1984**

Assets of the Society increased by £469 million to £2,847 million—an increase of 19.7%.

Liquid Assets stood at £673 million, in the form of Trustee investments and cash.

Reserves increased by £14 million to £122 million—4.3% of assets.

Membership is again in excess of 1,100,000.

Mortgage Advances in the year numbered 30,650 and totalled 2,622 million.

Mortgage approvals awaiting completion exceed £100 million.

Branches 3 new branch offices were completed and opened to the public.

This brings the branches total to 241 spread throughout the U.K.

Agencies 124 more were appointed in the year bringing the total number of Agents to 750.

This is my farewell report as your Chairman and as a Board Member. I have been honoured to serve the Society since I joined the then Leek and Moorlands as Secretary in 1933 when assets were £3,400,000.

As I retire at the Annual General Meeting, I shall reflect on many happy memories and associations both at home and overseas.

It is hoped by 30th April, 1985 to attain £3,000,000,000 assets.



**DON'T INVEST A PENNY UNTIL YOU'VE CHECKED WITH US**

Britannia Building Society, Newton House, Cheshire Road, Leek, ST13 5RG. Telephone: 0538 385131

**MINING NEWS**

BY KENNETH MARSTON, MINING EDITOR

SOME GOOD interim dividends are announced by the Anglo American Corporation group's Orange Free State gold producers after the reductions of a year ago, as already announced. If exchange rates maintain their present trend the positions could be reversed in the current quarter.

Western Holdings comes out slightly well with a higher than expected payment of 415 cents (169.2p). It goes against 250 cents a year ago and the subsequent fall of 315 cents. Welkom, a bolder of Western Holdings, is paying 107 cents against 6 cents.

For State Geduld is paying 315 cents against only 135 cents a year ago.

President Brand's latest interim is raised to 250 cents (150 cents) while President Steyn is lifting its payment to 270 cents (120 cents).

Ex. Rand, Rand and Vryheid (Ergo), the duma retirement operation, is declaring a final dividend of 37.5 cents for the year to March 31 1985, to make a total of 65 cents (26.5 cents).

Higher rand prices have prompted two mines to go ahead with new shaft-sinking. Free State Geduld proposes to start on its No 10 shaft system which would permit full development work on its mine's northern shaft.

Western Holdings' aim is to resume work on its Krifeld No 2 main shaft which is expected to be in production by 1993.

The group's March quarterly results, which complete the South African mining industry's current season, make a mixed showing. They take into account the recent Budget tax increase

announced for the Warwari section which remains unchanged at 50m tonnes averaging 3.55g gold and 14.4g silver per tonne.

While much of the Porgera gold is not recoverable by simple cyanide leaching, bench-scale tests have indicated an acceptable recovery following pressure oxidation of a sulphide concentrate.

Record gold output of 11,957 oz was achieved in the first quarter of this year by Sons of Gwalia at its low cost mine at Kalgoorlie in Western Australia. Part of the company's

production has been sold forward at prices which will exceed operating costs and revenue from the balance will guarantee profits, it is stated.

**Porgera ore reserves upgraded**

ORE RESERVES have been upgraded at the Porgera gold prospect in the Enga Province of Papua New Guinea. The joint venture comprises Placer Development, MIN Holdings and Renison Goldfields Consolidated, each with a 33.3 per cent interest.

At the present time output at the mine is 24,000 tpa and approximately 15m tonnes of ore grading an average 6 grammes gold per tonne. This does not include a high grade sub-zone which contains a probable 1m tonnes grading a high 35g gold per tonne.

These latest reserves are in addition to those previously

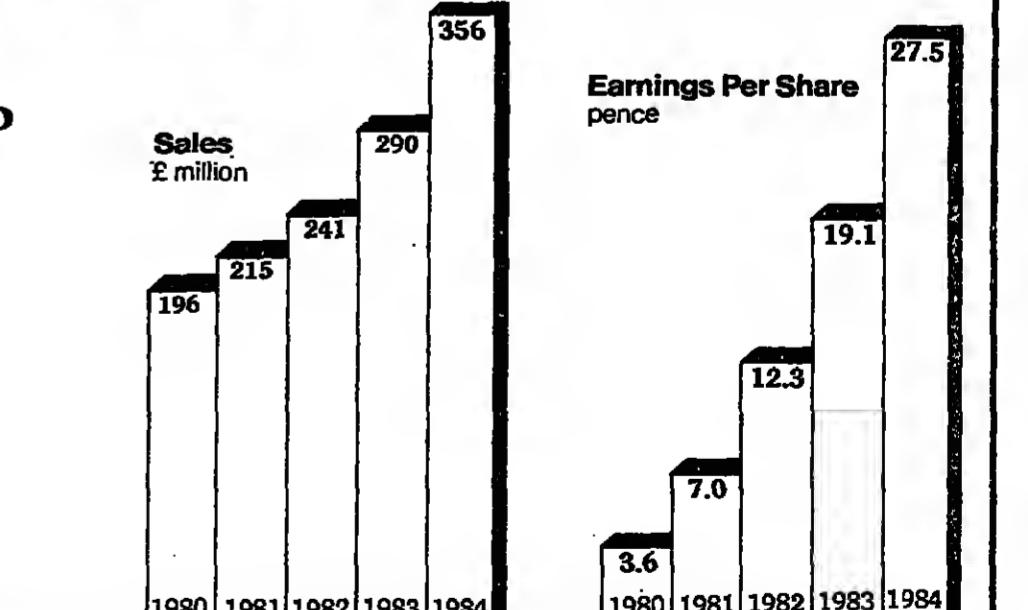
announced for the Warwari section which remains unchanged at 50m tonnes averaging 3.55g gold and 14.4g silver per tonne.

The Black Mountain lead-copper-zinc-silver mine in South Africa's north-west Cape made a net profit of R12m (£5m) in the first quarter of this year from R1.7m in the previous three months. Outstanding debt was reduced by R10m to R5.5m.

As already reported the U.S. Phelps Dodge is seeking a buyer for its 44.6 per cent stake in the mine. The rest is owned by Gold Fields of South Africa.

**RECORD PROFITS FOR THIRD SUCCESSIVE YEAR—1984 UP 57%. PATTERN SET FOR FUTURE GROWTH**

- Total dividend increased to 8.75p per share—up 25%
- One for three scrip issue
- Strong cash position
- £34 million spent on ten acquisitions
- Sale of pigments business



The figures above represent an abridged version of the Group's full accounts which have not yet been filed with the Registrar of Companies nor reported on by the Group's auditors.

**"Laporte is a successful international specialist chemical company. I expect continued progress in 1985" ... R. M. Ringwald, CBE, Chairman.**

**SPECIALIST CHEMICALS AND RELATED SERVICES—WORLDWIDE**  
Laporte Industries (Holdings) PLC, Hanover House, 14 Hanover Square, London W1R 0BE



## UK COMPANY NEWS

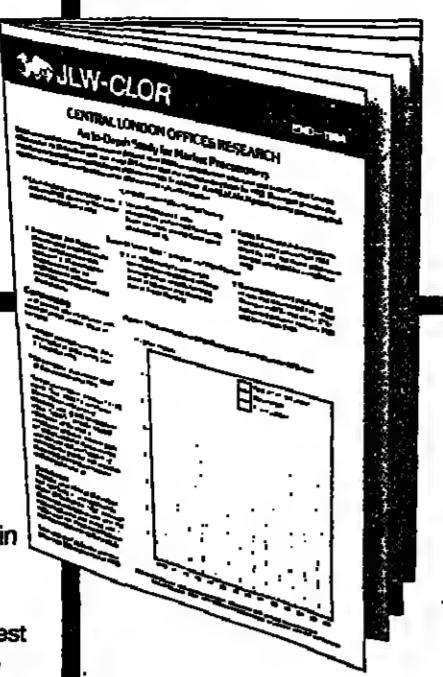
### COLOR

With new survey of business sector take-up in City offices

Published half yearly CLOR (Central London Offices Research) shows high level of take-up of Central London offices coupled with lower level of development starts.

If you are considering investing in property you should ask for a copy of CLOR.

Copies freely available on request from the JLW Research Library, Hanover Square.



Jones Lang Wootton  
Chartered Surveyors - International Real Estate Consultants  
22 Hanover Square London W1R 0JL England. Telephone 01-493 6040. Telex 23858  
Kent House Telegraph St Moorgate EC2R 7AL Telephone 01-638 6040. Telex 885557

### Bentalls at £3m after recovery in second half

**AN UPSURGE** in the second half has enabled Bentalls, the department store group, to recover from the midway setback and record an increase of 16.5 per cent in profit for the year ended February 2 1984.

The pre-tax figure comes to £3.04m, compared with £2.61m, from a turnover 5.1 per cent higher at £61.38m. The directors continued to focus attention on maximising profitability and this is evidenced by a 30 per cent reduction in £2.6m in the second half profit on turnover, up 9.7 per cent. Over the year operating margins have risen from 4.7 per cent to 5.25 per cent.

Earnings for the year are shown to be up from 3.75p to 4.91p, and the dividend is lifted from 1.75p to 2.1p net with a final of 1.75p.

Tax took £990,000 (£1.05m) and there was an extraordinary credit of £1.78m being the profit on the sale of the Billing store less costs relating to the closure of Chatham.

Cost of the ordinary dividend this time is £872,000 (£727,000), and £2.86m (£225,000) is retained in the business.

Sales for the opening weeks of the current year are above the directors' budget, and show an increase of 10 per cent over the comparable period of 1984

### Crowther on target with £0.5m

#### BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purposes of considering dividends. Official invitations and notices are in order, and the dividends are interim or final and the distributions shown below are based mainly on last year's timetable.

#### TOOAY

Interims: Gable House Properties, William Low, North Sea Assets, Ulster Television.

Finales: Apr. 26

Clayton, Sen. Apr. 25

Fair International May 17

Kwik-Fit (Tyres and Exhausts) Apr. 24

Menzies (John) Apr. 29

Simon Engineering Apr. 29

(France) Apr. 26

Sumner

Apr. 26

TOOAY

from £196,000 to £253,000, tax accounted for £57,000 (£55,000) and extraordinary debts for £80,000 (£141,000).

Earnings per share emerged

2.6p higher at 5.7p.

• comment

Having doubled profits last year Crowther might get close to repeating the trick in 1985. Of course acquisitions play a role but organic growth remains

strong and ops are undoubtedly heading the right way. At the beginning of the year the core textile business was budgeting

for 1985 sales growth of around

20 per cent to 36,000 "pieces"

of cloth but that is already look-

ing out of date. German orders

have been won which could add

a further 15,000 to output on an

annual basis. For a modest

capital expenditure on loans

about £100,000—output could be

lifted to around 50,000 pieces a

year. The latest acquisitions of

Lennox and the smaller Resina

are hitting in well and other

small deals might follow. How-

ever 1985 could be the year when

Crowther makes a quantum leap,

If it was in the position to go

far into a forecast of profits of,

say, £1m later in the year that

would give enough support to

the shares to contemplate a

purchase of £5m or so.

Surprisingly the shares shed 5p to 80p

yesterday where the prospective

p/e is little more than 6, assum-

ing a nominal ACT charge.

Interest costs for 1984 rose

### Internal growth gives 34% rise at First Castle

First Castle Electronics raised pre-tax profits in 1984/85 by 34 per cent to £2.33m mainly through internal growth says Mr Leslie Connor, the chairman.

Export sales have increased and "it is our plan to sustain this emphasis and reduce dependence on the UK economy."

In the middle of January, the group turned around £1.1m from a rights issue and forecast profits of at least £2.2m. As promised, at the same time, a final dividend of 1.27p is recommended which raises the total for the year to £1.27p.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p. First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions: specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

organised into three divisions:

specialist technology products; procurement and distribution; and component manufacture and service.

Contronic, the principal specialist technology subsidiary, almost doubled profits in 1984/85 reflecting improved margins in its major products.

Fleetworld, which offers a specialist procurement service for overseas customers, had an excellent year," while Zeta experienced a strong demand for printed circuit boards in the UK. In the middle of January, the group turned around 30 per cent of turnover and 35 per cent of profits.

Within component manufacture and service, some companies suffered from reduced demand. Increased sales activity and tighter controls have been introduced.

Earnings per share after adjusting for the one-for-one rights issue rose from 8.55p to 10.55p.

First's principal activities, which are all concerned with the electronics industry, are

## THE PROPERTY MARKET BY MICHAEL CASSELL

### Bredero builds its way towards the City

**BREDERO**, the Dutch property development and investment group which has been stepping up its activities in the UK, is considering a London stock exchange listing for its British business.

The move is being seen as an almost inevitable step in the company's UK expansion programme, although Bredero's directors are emphasising that no decision on timing has been made.

Luc Zast, a main board director and the man responsible for the group's property division, said in Utrecht this week: "It is not our intention to remain 100 per cent Dutch-owned in the UK but we have not yet decided when we will seek some degree of public participation. Nothing is imminent."

Bredero has been encouraged by its recent progress in the UK, where it got off to a slow start in 1973. Few overseas developers have attempted to establish themselves in the market but the Dutch group, which has spread its property operations around Europe and to North America, appears to have found a firm foothold in the UK. Now, depending on the outcome of some unresolved planning battles, it is poised on the edge of a major development programme.

According to Luc Zast: "We believe there are a substantial number of development opportunities for us in Britain. We are not as foreign as we look. We've been British early on and have kept it that way. Now it is

#### Informal

The split reflects the Dutch group's own structure, within which Bredero and Breevast are two independent companies, separated separately on the Amsterdam stock exchange but informally tied together under the Bredero group banner.

Bredero is principally involved

in construction, building material manufacture, pipe coating and some property, while the majority of its real estate business is channelled through Breevast, which was created in 1963.

In 1984, turnover of Bredero fell back by 9 per cent to Dfl 1.97m (£107m) and operating profits dropped from Dfl 42m (£9.7m) to Dfl 29m (£6.7m). The decline was mainly due to problems in its pipe-coating business.

On the property side, Breevast recorded a small fall in operating profits, although the net figure was marginally up at Dfl 18.8m (£4.8m). Zast admits that, without the overseas operations, the property business would have had "one hell of a

job" maintaining profitability. The increasing dependency on overseas markets looks set to rise still further. Of projects in the planning stage, those scheduled for Holland have been costed at around Dfl 470m compared to around Dfl 340m in the rest of Europe—mainly in Belgium, France and West Germany, not all of which have proved rewarding. After increasing problems in France, the group has now completely withdrawn from that market.

In the UK, the business is headed by Allan Chisholme, former head of economic research at the Scottish Council of Town Planners, who in 1973 established itself in Scotland to take advantage of the economic expansion generated by north sea oil activity.

#### Housing

After playing a land assembly role in a joint venture formed to develop land at Hunterston in west Scotland, the group replaced the ill-fated Bryan-Samuel proposal with a £220,000 sq ft of space, much of which is already let. Bredero's best names like Norwich Union, Costain and Grosvenor Developments in design competition.

Bredero is also starting a

12,000 sq ft of offices which are let to Petrofina. Bredero has a substantial side-by-side stake in the centre, along with Friends Provident. It retains management responsibility.

The group is also waiting for the go-ahead, expected within a month, on a similar-sized centre for Aberdeen. Proposals for a £35m scheme went before a public inquiry in 1980 and were approved the following year. But the decision was challenged on procedural grounds in the High Court and a second inquiry was held last year. The Wordie property company, which owns a large part of the site, was given permission to proceed with its plans.

According to Chisholme: "That is a superb site for offices. That is why we have stuck with it and why we intend to go through. We are regularly getting inquiries from major occupiers, even before construction has begun."

The development could cost £100m and, with the offices being split into separate buildings, several institutions could be involved. Bredero intends to keep a share of the investment.

Chisholme sums up UK progress so far, although the profits from the Bryan-Samuel scheme are kept secret: "We have moved cautiously and have gradually made ourselves an acceptable name in the UK development business. People can now see some of the fruits of our labour and judge us on performance. A short while ago, any talk of a UK listing would have been unthinkable. Now it has to be seen as a real possibility."

**Arcade, Nottingham.** The biggest scheme in the pipeline is at Hammersmith in west London, where since 1980 Bredero has held outline planning consent for 850,000 sq ft of offices on the bus station site. Detailed plans were submitted to the Greater London Council stepped in and said the application was invalid as changes had been made to the proposals. Hammersmith pointed out that the changes had been made to reflect GLC policy and recently the Hieb Court decided in Bredero's favour. The GLC is likely to appeal, however.

According to Chisholme: "It is a superb site for offices. That is why we have stuck with it and why we intend to go through. We are regularly getting inquiries from major occupiers, even before construction has begun."

The development could cost £100m and, with the offices being split into separate buildings, several institutions could be involved. Bredero intends to keep a share of the investment.

Chisholme sums up UK progress so far, although the profits from the Bryan-Samuel scheme are kept secret: "We have moved cautiously and have gradually made ourselves an acceptable name in the UK development business. People can now see some of the fruits of our labour and judge us on performance. A short while ago, any talk of a UK listing would have been unthinkable. Now it has to be seen as a real possibility."

### Grosvenor Square picks up Pinstone

**GROSVENOR SQUARE PROPERTIES**, the development and investment group which arrived on the Unlisted Securities Market early in 1984, is doubling its size by paying £7.1m for Pinstone Holdings, a 12-year-old private property company operating principally in the Thames and Reading areas.

Pinstone's portfolio of good properties, mainly freehold properties, have—excluding two being repurchased by Sturdy—an open market value of £2.4m. They include eight income-producing properties worth £3.7m, two of which—offices in Henley on Thames and Reading—are to be retained. The balance will be traded on.

In addition, there are five development sites which Marber says fit in well with Grosvenor's current programme, in terms of size and location. Two of these schemes, at Wokingham and Windsor, are under construction and two others in Reading and one in Farnborough should be starting soon. The schemes at Farnborough, Wokingham and Windsor will be retained as investments.

Grosvenor estimates pre-tax profits for the year ended March 1985 at not less than £1m and directors intend to recommend a final dividend of 3.5p net making 5.5p for the year. Dividends of not less than 6p are expected for the current year.

On instructions from the Commission for the New Towns

### BRACKNELL Southern Industrial Area

#### FOR SALE FREEHOLD

### 35 acres Prime Industrial Land

All enquiries to:

**DRIVERS JONAS**  
Chartered Surveyors and Planning Consultants  
16 Suffolk Street, London SW1Y 4HQ  
**01-930 9731**

#### INDUSTRIAL PROPERTY FOR SALE

**Central Norfolk**  
Associated Ministers and Engineers  
2 adjacent estate detached factory/warehouse units built on 15 acre site. 1st floor office, 1st floor service, all min services.

Lot 1: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 2: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 3: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 4: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 5: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 6: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 7: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 8: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 9: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 10: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 11: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 12: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 13: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 14: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 15: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 16: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 17: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 18: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 19: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 20: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 21: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 22: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 23: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 24: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 25: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 26: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 27: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 28: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 29: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 30: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 31: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 32: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 33: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 34: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 35: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 36: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 37: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 38: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 39: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 40: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 41: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 42: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 43: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 44: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 45: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 46: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 47: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 48: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 49: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 50: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 51: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 52: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 53: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 54: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 55: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 56: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 57: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 58: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 59: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 60: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 61: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 62: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 63: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 64: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 65: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 66: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 67: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 68: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 69: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 70: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 71: Approx. 8,000 sq ft + 4,000 sq ft office area, fully let.

Lot 72: Approx.

**ADVERTISEMENT****BEDFORDSHIRE**

BEDFORD

Kirroy Estate Agents, 60 St Loyes, Bedford, Tel: (0234) 50952.

**BERKSHIRE****READING**

Buckell &amp; Ballard, 43 Market Place, Reading, Tel: (0734) 87341.

**GOULCESTERSHIRE****CHELTENHAM & GLOUCESTER AREAS**

Lawson and Lawson, Chartered Surveyors, Estate Agents, 3 Regent Street, Cheltenham, GL50 1HF, Tel: (0242) 21677 (3 lines).

**HAMPSHIRE****SOUTHAMPTON, PORTSMOUTH**

Arnold-Brown &amp; Company, Commercial Property Consultants, The Old Bank House, 68 High Street, Lymington, Hants, Tel: 0503 77125/74143.

Hall Paine and Foster, Estate Agents and Surveyors, 21 London Road, Southampton, Tel: (0703) 28919. Also Farhams office.

**HERTFORDSHIRE****HERTFORD**

W.H. Lee &amp; Co., Commercial Agents, 21 Castle Street, Hertford, Tel: (0992) 56901.

**WATFORD**

Gordon Hudson and Co, 147 The Parade, Watford 37111 (10 lines).

**LINCOLNSHIRE****LINCOLN**

John H. Walter &amp; Sons, 27/28 Silver Street, Lincoln, Tel: 0522 25454.

**LONDON****CITY**

Neel Alexander &amp; Partners, Property Advisors to Banks, Wardrobe House, Wardrobe Place, EC4, Tel: 01-328 1851.

Bates Richards &amp; Co, Specialists in City Offices, 6 Broad Street, Piccadilly, London, EC2, Tel: 01-822 0098.

J. Trevor and Sons, Estate Agents, Surveyors and Valuers, 100 Newgate Street, EC2P 7AD, Tel: 01-626 0750. Also Mayfair, Manchester, Sheffield and Bristol.

SOTHWELL CREATIVE Advertising &amp; Marketing — Property, Financial Institutions and advertising that sell property.

Ring 01-240 2400 5 Dryden Street, London WC2A 5NW.

Lander Burfield, Chartered Surveyors, 28 Shrub Lane, Fleet St, London EC4A 3BQ, Tel: 01-563 0900. Telex: 850447.

Raff Diner &amp; Co (Office and Commercial Property Specialists), 179 New Bond Street, W1Y 3PQ, Tel: 01-491 3154.

Garrard Smith &amp; Partners, Estate Agents and Property Consultants, 40 Crawford St, W1, Tel: 01-723 3484. Telex: 23826.

Ian Scott &amp; Co, Estate Agents and Surveyors, Berkley House, 20 Berkley Street, London, W1, Tel: 01-493 8911.

J. Trevor and Sons, Estate Agents, 50-52 Grosvenor Gardens, SW1, Tel: 01-529 1146. Telex: 28633, New York: 0101-212 307 1087. Telex: 423150.

**SOUTH WEST**

James Anker and Partners, Surveyors and Valuers, 62a Queen Street, London SW1Y 5HZ, Tel: 01-529 1146. Telex: 28633, New York: 0101-212 307 1087. Telex: 423150.

**MERSEYSIDE**

James Anker and Partners, Surveyors and Valuers, 62a Queen Street, London SW1Y 5HZ, Tel: 01-529 1146. Telex: 28633, New York: 0101-212 307 1087. Telex: 423150.

**LIVERPOOL**

James Anker and Partners, Commercial Property Consultants, Gladstone House, Union Court, Castle Street, Liverpool L2 4UQ, Tel: 051-221 3021. Also at Manchester, Hull and Dublin.

**MIDDLESEX**

Home &amp; Sons, Chartered Surveyors, 161 High Street, Tel: 01-570 2344.

**NORFOLK**

Tompies, Commercial Chartered Surveyors, 58 London Street, Norwich, Tel: 0633 28441.

**NORTH-EAST**

Birney Bowes and Parker, Chartered Surveyors, 100 Commercial Street, Middlesbrough 0642 346201, Stockton 0642 710583, Morpeth 0670 57393.

**OXFORDSHIRE**

Oxford Buckell and Ballard, 56 Commercial St, Oxford, Tel: (0865) 240601 and 15 Offices.

**SURREY**

Bridgers, Commercial, Chartered Surveyors, 70 High Street, Tel: Epsom 41777.

**GUILDFORD**

Cubitt and West, Commercial Surveyors, 44 High Street, Guildford, Tel: (0438) 77277 or 77280. Tel: 0787 570000. Also Mayfair, Manchester, Sheffield and Bristol.

**REIGATE/REDHILL**

Maxwell Brown, Chartered Surveyors, Commercial Property Consultants, Bonham Road, Reigate, Tel: 07372 40330.

**WORKING**

David Smidtys Partnership, Commercial Consultants, 123 Goldsworth Road, Woking, Tel: Woking 23344/5.

**SUSSEX**

Philip James Associates, 6 Brighton Road, Tel: (0293) 21196.

**WILTSHIRE**

Buckell and Ballard, 106 Commercial Road, Swindon, Tel: (0793) 44511.

**ESTATE AGENTS' DIRECTORY**

The cost of promoting your company is £76 for twelve insertions of two lines and for each additional line the rate is £27

**ALSO**

A limited number of two-centimetre boxes are available at £340 per annum (only £26 per insertion)

For further details please contact:

Andrew Wood, Property Advertising Financial Times, Bracken House 10 Cannon Street, London EC4P 4BY Tel: 01-248 8000 or Telex: 885033

**Marlborough Grove****SIX BRIDGES TRADING ESTATE SE1****37,250 SQ.FT.****PRESTIGE FACTORY/WAREHOUSE TO LET**

★ EXCELLENT ACCESS TO THE CITY AND WEST END ★

★ LOCAL BUILDINGS ON A MODERN ESTATE ★

★ RENT OF ONLY £24.95 PSF FIXED UNTIL 1993 ★

**MAXWELL BROWN**

Solicitors Agents Industrial Estate Surveyors Ltd

07372 43328

**FOR SALE****LOWER WYE VALLEY**

Approx. 3.7 acres adjoining a fresh water lake having planning consent for houses and/or hotel. A truly idyllic position in a designated area of outstanding natural beauty overlooking the River Wye, the site measures developing with imagination and style. Price for the site will be unreasonable. Further option for adjacent woodland and pasture land and the lake.

Wye Bay T174, Financial Times 10 Cannon St, London EC4P 4QY

**FREEHOLD FOR SALE**

19,000 sq ft

**BURTON ON TRENT**

Showroom Offices and Garage

Town Centre area and opposite new B &amp; O store

£450,000

(Subject to Contract)

**MELLERSH HARDING**

01-499 0866

**100% IBA'S**

Only four units remaining

**54% IBA'S**

Two 4,000 sq ft units

Pre-lets: £31,300 p.a.

EARL &amp; LAWRENCE

TEL: 01-465 4711

BERNARD THORPE &amp; PARTNERS

TEL: 01-455 6353 OR 0833 2376

**100% IBA SCHEME****M25 LOCATION**

£121,250 p.a.

Pre-lets and rental guarantees

£1.5m

for the Freehold

BERNARD THORPE &amp; PARTNERS

TELE: 0722 45192

ORAHACHE KING &amp; PARTNERS

TELE: 0722 45192

TEL: 0722 45192

## SECTION III - INTERNATIONAL MARKETS

# FINANCIAL TIMES

Friday April 19 1985

NEW YORK STOCK EXCHANGE	28-29
AMERICAN STOCK EXCHANGE	29-30
ILS OVER-THE-COUNTER	30, 38
WORLD STOCK MARKETS	30
LONDON STOCK EXCHANGE	30-33
UNIT TRUSTS	34-35
COMMODITIES 36 CURRENCIES	37
INTERNATIONAL CAPITAL MARKETS	38

### WALL STREET

## Rates hit by lower GNP data

INTEREST rates fell heavily on the New York credit markets yesterday after the Commerce Department revised its first-quarter GNP statistics to show growth of only 1.3 per cent, writes Terry Byland in New York.

Treasury bill rates plunged to their lowest levels since the end of January, and bond prices soared after traders were caught on the wrong foot by the Commerce Department's announcement. The stock market opened firmly but soon turned down as the implications of a slowing economy were revealed in disappointing profits news from U.S. industry.

At the close the Dow Jones industrial average was down 7.18 at 1,285.13.

Wall Street had expected the revised GNP figures to show little change from the flash estimate of 2.1 per cent growth – indeed, Wednesday brought a rash of rumours that the figure had been upgraded. The Commerce Department news came before credit markets opened and sparked off an immediate fall in the U.S. dollar in New York and a surge in bond prices.

The market's key long bond, the 11.25 per cent of 2015, jumped by more than a

full point to stand at 100 1/2, with the yield down to about 1.20 per cent. During the past fortnight, the long bond yield has fallen by more than 40 basis points.

An equally rapid fall in short-term rates encouraged the stock market at first. Three-month Treasury bills fell a further 18 basis points to 7.61 per cent. Similar falls in CD rates were also stimulated by a dip in Fed funds to 7 1/4 per cent. Twelve-month Treasury bills lost more than 20 basis points.

The stock market opened more than six points higher and was additionally enlivened by the confirmation that Mr Ted Turner had made his threatened bid for CBS, the television news network recently under siege from political conservatives.

However, with motors and technology stocks flagging, after bad news from leading companies, early gains were replaced by losses.

A loss of 5% to \$128% in IBM reflected general weakness in the sector after dismal corporate news. The weak feature was Texas Instruments, 5% down at \$104% after disclosing a heavy slump in profits. Tandy, which owns the Radio Shack personal computer retail chain, tumbled 2% to \$34%, with more than 1m shares traded after disclosing a two-thirds fall in earnings. But Control Data, which confirmed losses at its Ohio subsidiary, added 5% to \$28%.

American Motors was unchanged at \$3% on plans to cut costs heavily. Other motor issues gave up some of recent gains, with General Motors 5% down at \$72% and Ford a similar amount off at \$43%.

CBS opened 5% up at \$116%, but fur-

ther examination of Mr Turner's "junk bond" financed offer brought out the sellers, taking the stock back to \$108%, a net fall of 1% in heavy trading. Turner Broadcasting traded unchanged at \$24% in the over-the-counter market.

Another takeover stock to hit trouble was Unocal. Down 5% to \$45.45, with more than 1m shares traded as some of Mr T. Boone Pickens' financial hackers appeared to back down.

Inland Steel shed 5% to \$23% on results. Other major stocks to respond to trading news included Dow Chemical, 5% down at \$28%, Minnesota Mining & Manufacturing, 5% higher at \$76.4, and Schlumberger, 5% better at \$38.4.

Transamerica, 5% off at \$28%, and Rockwell, 5% off at \$35%, responded coolly to profits statements. At \$55%, Time Inc gave up 5%, also after an earnings report.

R. J. Reynolds, the tobacco group, gained 5% to \$83% on the trading figures while Phillip Morris, also expected to report progress shortly, slipped 5% to \$91.

Even the banking sector, which is benefiting from the sudden fall in funding costs in the money market, weakened yesterday. Bankers Trust at \$85% and Chase Manhattan at \$54% lost 5% each.

### LONDON

## Sterling's rise dulls sentiment

PROSPECTS for an immediate cut in UK base lending rates improved mid-way through the London session yesterday following release of the first-quarter estimate of U.S. gross national product.

Simultaneous news of a favourable UK public sector borrowing requirement figure gave sentiment a further boost, but a rise in the value of the pound took some of the shine off leading equities and internationals.

An early afternoon gain of 9 points in the FT Ordinary index was trimmed to a 2-point rise, and the index closed at 991.5.

Gilts encountered gains across the board with longs rising up to 3% in places.

Financials were mixed, with Commercial Union up at 227p and Midland Bank 7p up at 337p. Recently active stores proved a feature, with Harris Queensway 20p stronger at 212p and Bentalls 5p cheaper at 97p.

Chief price changes, Page 30; Details, Page 31; Share information service, Pages 32-33

### AUSTRALIA

BHP continued to dominate Sydney trading as the All Ordinaries index recovered some recently lost gain with a 3-point gain to 653.3 while the All Resources index put on 3.8 to 592.0.

The exercising of BHP April options accounted for about 25 per cent of total turnover of 88.67m. The diversified industrial group rose 6 cents to A\$8.42.

Woodside Petroleum, which is the target of a joint BHP/Shell Australia bid, put on 1 cent to A\$1.60 as the bidders claimed to have secured at least 50 per cent of Woodside's equity.

Elsewhere, Bougainville dropped 2 cents to A\$2.38 ahead of production figures. Banks and media issues made strong gains.

### SOUTH AFRICA

THE REBOUND in the bullion price boosted Johannesburg gold shares although the firmness failed to surface in other sectors.

Bulls scored a sparkling R7 gain to R8.9, a new high for the year, while Driefontein edged R1 higher to R55.50, just below its 12-month peak. Free State Gold settled 25 cents firmer at R57.75.

The normal follow-through of strength in the gold sector to other areas failed to materialise with diamond share De Beers 10 cents cheaper at R10.25 while industrial leader Barlow Rand fell 30 cents to R11.15.

### SINGAPORE

AN INITIAL directionless trend in Singapore found form and took the Straits Times industrial index down 1.37 to 792.10.

Among the actives, Everpeace rose 5 cents to S\$1.20, Promet ended 5 cents higher at S\$1.44 and Malaysian Resources firms 1/4 cents to 73/4 cents.

Other banks saw DBS ease 5 cents to S\$6.05 while Malayan firms 5 cents to S\$5.85. UOB added 2 cents to S\$4.38.

Plantations edged higher in light trading, and properties were slightly mixed.

### HONG KONG

FURTHER losses were sustained in an uneasy Hong Kong that took the Hang Seng index down 5.88 to 1,500.09 after the previous session's fall of over 15 points.

The main feature of the day was the successful HKS703m bid by Swire Pacific for a prime government development site. Swire traded up to 30 cents cheaper but finished unchanged at HKS24.10.

China Light suffered one of the sharp declines of the session with a 30-cent drop to HK\$14.80.

Send the completed coupon to us for the full story and we'll give you all the help you and your company need. The next move is up to you. Make sure it's a good one!

Slim ray of hope for Jamaican bauxite, Page 36

declined pulled some issues back to their highs of the day, but most finished mixed.

Banks suffered most from the dollar's position. Bayerische Vereinsbank fell DM 4 to DM 340, Deutsche Bank was DM 3.30 lower at DM 469.70. Dresdner and Commerzbank DM 3 to DM 230 ex-rights and Commerzbank lost DM 2.50 to DM 170.20.

Siemens, however, continued its strong performance, adding DM 2.10 to DM 347.60 ex-dividend, and Brown Boveri put on DM 1.20 to DM 214.20.

Car issues were generally higher, reversing the previous day's trend. BMW put on DM 2 to DM 376, and Daimler, at DM 662, was DM 1 higher.

Bonds recovered from early lower prices to end little changed, and the Bundesbank sold DM 40.5m of paper after DM 4.5m on Wednesday.

The slight decline in Brussels witnessed in the past few days halted as stocks stayed steady to slightly higher.

Cockerill added BF 15 to BF 241, and Sofina was up BF 60 at BF 7,260, while Solvay lost BF 90 to BF 4,020, ahead of support following higher earnings.

Among declines, foods group Lestier slid FF 12 to FF 790 after a sharp drop in profits.

Enthusiasm returned to Amsterdam, boosted by early firmness in the dollar and a continuing downward move in interest rates.

In insurances, Amev jumped FI 7.50 to FI 228.50 on buoyant earnings and a hefty dividend. Aegon also rose, putting on FI 1 to FI 180.

Internationals, however, were hit late in the session as the dollar began to weaken. Royal Dutch ended 30 cents lower at FI 202.30, Unilever slid FI 2.50 to FI 345.30 and KLM dropped 50 cents to FI 60.

The bond market remained subdued ahead of next week's tender for the new 7.75 per cent state loan. Prices ended mixed to lower, with gains or losses of between 10 or 20 basis points.

Insurers were again in the limelight in Zurich on further consideration of healthy profits. Winterthur added SwFr 55 to SwFr 3,980, Zurich Versicherung SwFr 400 to SwFr 23,000 and Swiss Re SwFr 75 to SwFr 10,525.

Further consideration of the better results at George Fischer took the price up SwFr 2 to SwFr 712, and food group Nestlé profited from a surge in income, adding SwFr 25 to SwFr 6,425.

Bonds closed firm with some issues gaining as much as 50 basis points.

A late rally in Frankfurt as the dollar

A major securities company official said heavy sales were triggered by an across-the-board decline in leading biotechnology-related issues. Another factor was that equities on Wednesday recouped less than one third of the ground lost the previous day, he said.

Yamanouchi dropped a maximum Y500 to Y3,160, Damippon Pharmaceutical Y3,800 to Y4,600, and Green Cross a maximum Y250 to Y2,500.

Nissan Chemical eased Y12 to Y34 on the highest volume of 20,47m shares. The issue had soared Y80 the previous day on investor interest in its possible tie-up with Dow Chemical. Teikoku Oil, an Y80 gainer on Wednesday, shed Y1 to Y77 following the yen's slide against the U.S. dollar, and Dowa Mining moved down Y24 to Y73.

Asahi Chemical, the second busiest stock with 9,25m shares traded, weakened Y37 to Y283, Mitsubishi Chemical Y10 to Y456, Sanriku-Ocean Y70 to Y940 and Toyokojo Y90 to Y1,570.

New materials-related stocks also dipped. Mitsubishi Steel fell Y5 to Y675, Riken Y9 to Y751, Nihon Cement Y16 to Y259 and Sumitomo Cement Y29 to Y353.

Conversely, American Depository Receipts-related issues firmed in small-lot buying after overnight gains on Wall Street. Matsushita Electric Industrial strengthened Y40 to Y1,440 and Pioneer Y70 to Y490.

However, market sources believe active buying of ADR issues by non-residents is unlikely. Foreign buy orders through the four main securities companies remained small at 8.5m shares against sell orders for 19.50m.

Bonds eased. Dispirited by lower U.S. bond prices and the yen's depreciation, institutional investors kept a low profile, awaiting news of the first quarter U.S. gross national product.

The yield on the benchmark 7.3 per cent government bond maturing in December 1993 rose from 6.635 per cent to 6.650 per cent.

### CANADA

OILS dominated a fluctuating Toronto as early gains were largely eroded.

Among the most actives, Gulf Canada was CS% lower at CS19%, Turbo Resources traded 3 cents higher to 64 cents and Dome Petroleum dipped 5 cents to CS4.40.

Banks displayed a measure of resistance to the downturn in Montreal.

### EUROPE

## A further extension of firmer tone

THE FIRMER tone exhibited in Europe on Wednesday consolidated yesterday, and most bourses tended higher after initial weakness in some quarters.

Paris was buoyed by a smaller-than-expected trade deficit in March and good corporate results.

Imetal, the non-ferrous metals holding group, continued its rise after announcing on Tuesday healthy profits for 1984.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bouygues put on FF 24 to FF 674 on higher profits for the previous year, and Thomson-CSF added FF 12 to FF 590 on the back of support following higher earnings.

Construction issue Bou

## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

Continued on Page 2

## **AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES**

Continued on Page 3

## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

erhalten die Financial Times im Abonnement  
durch Boten zugestellt.

Hamburg

Get your News early in  
von Financ  
6000 Francs

# WORLD STOCK MARKETS

## AMERICAN STOCK EXCHANGE CLOSING PRICES

Figure 3. LTV vs.  $\lambda$  for  $M = 10^4$

*Atlanta, Boston, Chicago, Detroit, Houston, Los Angeles, Mexico City, Miami, Montreal,  
New York, Philadelphia, Pittsburgh, San Francisco, Seattle, Toronto, Vancouver, Washington*

*For details contact:*  
**Financial Times (Europe) Ltd.,**  
*Gärtnerstraße 54; D-6011 Frankfurt/Main 1.*  
*West Germany. Tel: (069) 75980 Telex: 416 193.*

**Financial Times,**  
*14 East 60th Street, New York, NY 10012*  
*Tel: 752-4500 Telex: 238409 FTOL U.*







## AUTHORISED UNIT TRUSTS

Abby Unit Tst. Mgmt. (a)

134 New Oxford St. EC1R 4BX

Hedge Income

Gilt &amp; Fixed Int.

Retail Funds

Corporate Bonds

Capital Growth

Income Fund

Asia Pacific

Investment Fund

Global Equity

Companies &amp; Ind.

Corporate Bonds

Japan

UK Equity

US Equities

Equity Income

Asian Income

Allianz Fund



## COMMODITIES AND AGRICULTURE

# Coffee futures at 12-month lows

BY OUR COMMODITIES STAFF

**COFFEE** FUTURES prices fell to their lowest in 12 months on the London market yesterday, reflecting sterling's extended gains against the dollar. The July position ended about £12 above its low point, but was still £67 down on the day at £2,027.50 a tonne.

The July price had opened quite strongly, reaching £2,105 a tonne in the morning session, in response to sterling's initial softness. The price slipped back in the trading conditions at the pound made ground against the dollar.

In the absence of significant fundamental factors, the coffee market has been almost totally dominated recently by currency factors, which have resulted in nearby values falling by about £400 a tonne since mid-March.

Meanwhile, the International Coffee Organisation (ICO) produced a statement in London at this week's London council meeting moved closer to agreeing a resolution on problems regarding exports by members to non-members. Reuter reports.

Delegates said consumers had submitted a draft resolution more or less based on producer proposals, which were aimed at

### Cash aid for pig disease fund urged

**BRITAIN'S** Ministry of Agriculture was called upon by a Commons committee yesterday to help pig farmers meet the cost of a greatly overspent programme to eradicate the killer disease known as Aujeszky's disease.

The farmer-funded scheme, in which selected pig herds have been slaughtered since 1983, was originally forecast by the ministry to cost £6m, but difficulties in carrying out the required slaughtering have been such that the cost has since risen to more than £15m. The Commons agriculture committee says in its report.

"It is clear to us that there has been a good deal of muddle and some serious misunderstanding between the parties to the scheme," the report says.

It recommends that the ministry should immediately open discussions with producers with a view to sharing the additional costs with them.

**INDIA'S** tea-growing areas have had favourable weather so far this year and, if it remains good for the rest of 1985, production will exceed the targeted 650,000 tonnes set for the year. Mr Munir Ahmad, chairman of the Indian Tea Association, said, Last year output was 632m tonnes.

Exporters would notify the ICO of quantities involved, and a special committee would meet at least monthly to monitor the situation.

## Gentle rise in gold price predicted for this year

**THE OUTLOOK** for the price of gold this year is not encouraging and there is little to indicate a major bull market, the Economist Intelligence Unit says in a report called Inflation Shelters 1985. Reuter reports.

The underlying trend should be a gentle rise in the price of gold, the report says. However, the price is unlikely to go beyond \$400 an oz and \$380 will provide "strong upside technical resistance."

It notes that the market has been under pressure from the strong dollar, high real interest rates, low inflation and depressed oil prices. A further decline to below \$275 an oz, however, is unlikely in view of high production costs, and the value of the South African rand against the dollar. There will be an increase in demand if the

price falls below \$300, it says.

For outlook for silver prices is said to be uncertain, but the price is not expected to breach \$8.50 an oz. Chronic oversupply and vast above-ground stocks are unlikely to be alleviated; all major mining countries are expected to increase output; and scrap recovery will continue, the report says.

There is scope for improved silver uptake this year in the photographic sector, but the outlook for consumption in other sectors remains mixed.

The fate of the London gold futures market is expected to be sealed today. John Edwards writes: "A meeting of the 38 member companies, which bought loan stock worth over £2m in total, will be asked to approve resolutions that the company should go into voluntary liquidation.

• **SOVIET** sowing has been held up in some areas by problems in farm machinery supply and servicing, the daily Sovetskaya Rossiya said. Factories producing spares and basic units for tractors and ploughs were not meeting demand on time, and 4,000 tractors were idle because of battery shortages.

• **INDONESIA** plans to increase output at its largest coal field at Ombilin, western Sumatra, by up to 20 per cent through an export incentive scheme.

Last year's Honduras exported 40m 40-lb boxes through the United Fruit and Standard Fruit companies.

The scheme envisages a progressive reduction in the tax of 50 U.S. cents on each box of export over a minimum threshold of 40m boxes a year. The tax will remain on the first 40m boxes, but on the additional boxes, the tax will be reduced by as much as 90 per cent.

Canute James on the background to the reopening of Alcoa's refinery

### Slim ray of hope for Jamaican bauxite

**THESE ARE** trying times for the bauxite industry in Jamaica, the world's third largest producer.

Last week's agreement between the Aluminum Company of America (Alcoa) and the Government to reopen the company's refinery in central Jamaica has brought some relief to the gloom which has overtaken the industry. There

appears no end, however, to the steady decline in output and earnings.

Five years ago, the annual yield from Jamaica's mines was 12m tonnes. Last year it was 8.5m tonnes, and Dr Carlton Sims, executive director of the Jamaica Bauxite Institute, says in this year it is likely to be 8m tonnes.

The Government says it is aiming at an output of 800,000 tonnes a year from the refinery, and that markets for its output have already been found.

The closure of the plant cost the Jamaican economy about \$60m in export earnings and revenues. Operating the refinery now could cost more.

Mr Edward Seaga, Minister of Mining, says half the plant's output will be "sold at a profit" and the other half at a loss. Breaking even appears to be the first objective.

The Government was taken by surprise by the Alcoa closure because the company recently spent about \$15m refitting the plant. There was similar surprise just under a year ago when Reynolds Metals closed its bauxite mining subsidiary in Jamaica.

Consequently, there is cold comfort for the industry in the fact that Alumina Partners of Jamaica (Alpart), owned by

Kaiser, Reynolds and Atlantic Richfield, recently spent \$30m on building a 9-mile conveyor system to exploit new mines for its 1.3m tonnes a year refinery.

Mr Hugh Hart, Jamaica's mining minister, says: "The plant has been operating at 50 per cent of capacity and has been very expensive. It also has a problem of energy efficiency. It is really in jeopardy."

Companies mining and refining in the island have complained that a production levy, imposed unilaterally by the Government in 1974 and doubled twice since through negotiations with the companies, has made their operations uncompetitive.

The Government says it is aiming at an output of 800,000 tonnes a year from the refinery, and that markets for its output have already been found.

The closure of the plant cost the Jamaican economy about \$60m in export earnings and revenues. Operating the refinery now could cost more.

Mr Wesley Hughes, economist with the Bauxite Institute, says Jamaica's earnings from the industry rose from \$27m in 1973 to \$178m in 1974. In the following decade the localised \$1.8bn in production of 11.8m tonnes a year. In previous decade the island had earned \$83.8m from 11.4m tonnes.

Mr Hart says there is much that the Jamaican industry has going for it. "Mining is cheap in Jamaica. The mines are close to the ports and the island is close to the largest consumer."

This, however, does not appear to be discouraging companies from moving to areas such as Australia and Brazil, where deposits are situated close to cheap energy.

In an effort to combat the problem, the Government has become an active agent in selling bauxite and alumina.

It forecasts a decline in the net value of rural production in 1985-86, from \$10.5bn to \$8.1bn.

The forecast largely reflects the recent depreciation of the Australian dollar, the bureau says in its latest Trends quarterly containing its first 1985-86 estimates.

It assumes that the Australian dollar will average U.S.\$0.7400 in 1985-86 against an average U.S.\$0.7900 in 1984-85.

The latest 1984-85 forecast of farm exports compares with the previous prediction of \$8.01bn.

The bureau assumed a U.S.\$0.8600 average for 1984-85, but the Australian dollar has dropped to a record low of U.S.\$0.6110 this month.

The export value forecast also reflects expectations of a slight increase in farm export volume in 1985-86.

It forecasts a decline in the net value of rural production in 1985-86, from \$10.5bn to \$8.1bn in January.

Barter and counter trade pacts have been agreed with General Motors and Chrysler Corporation of the U.S. Venezuela is buying 1m tonnes of alumina over seven years.

The Government has also managed to sell 3.6m tonnes of ore over the past three years to the U.S. strategic mineral stockpile, and the Soviet Union is also buying 1m tonnes of ore over seven years.

There is, however, a general feeling that the fortunes of the industry are outside Jamaica's

### Australia forecasts record farm exports

**CANBERRA**—The Australian Bureau of Agricultural Economics has forecast that the value of Australia's farm exports will rise to a record \$11.06bn (15.75bn) in the year ending June 30 1986, from a predicted record of \$10.19bn in 1984-85.

The forecast largely reflects the recent depreciation of the Australian dollar, the bureau says in its latest Trends quarterly containing its first 1985-86 estimates.

It assumes that the Australian dollar will average U.S.\$0.7400 in 1985-86 against an average U.S.\$0.7900 in 1984-85.

The latest 1984-85 forecast of farm exports compares with the previous prediction of \$8.01bn.

The bureau assumed a U.S.\$0.8600 average for 1984-85, but the Australian dollar has dropped to a record low of U.S.\$0.6110 this month.

The export value forecast also reflects expectations of a slight increase in farm export volume in 1985-86.

It forecasts a decline in the net value of rural production in 1985-86, from \$10.5bn to \$8.1bn.

Barter and counter trade pacts have been agreed with General Motors and Chrysler Corporation of the U.S. Venezuela is buying 1m tonnes of alumina over seven years.

However, farm costs are forecast to rise at a faster rate to \$11.53bn from \$10.92bn, revised from \$10.55bn.

As a result, the bureau's Index of real net value of rural production is forecast to drop to 73 (base 1980-81, revised from 1970-73) from 83 to 1984-85.

The volume of rural production is forecast to ease to 106 in 1985-86 (base 1979-80 revised from 1974-75) from 103 in 1984-85.

The volume drop reflects a decline in the crops index to 117 from 123 which, in turn, is partly offset by a rise in the livestock slaughter and live-stock products index to 97 from 95.

The former's terms of trade index is expected to decline to 79 (base 1980-81) from 81 in 1984-85, revised from 80 in January.

## LONDON MARKETS

**STERLING'S** strength yesterday pushed copper prices down sharply on the London Metal Exchange. Concern about a developing squeeze on supplies available for nearby delivery had been supporting the cash high-grade position, but yesterday's 243.50 fall to £1,173 a tonne fully reflected the currency factor.

It notes that the market has been under pressure from the strong dollar, high real interest rates, low inflation and depressed oil prices.

A further decline to below \$275 an oz, however, is unlikely in view of high production costs, and the value of the South African rand against the dollar. There will be an increase in demand if the

price falls below \$300, it says. For outlook for silver prices is said to be uncertain, but the price is not expected to breach \$8.50 an oz. Chronic oversupply and vast above-ground stocks are unlikely to be alleviated; all major mining countries are expected to increase output; and scrap recovery will continue, the report says.

There is scope for improved silver uptake this year in the photographic sector, but the outlook for consumption in other sectors remains mixed.

The fate of the London gold futures market is expected to be sealed today. John Edwards writes: "A meeting of the 38 member companies, which bought loan stock worth over £2m in total, will be asked to approve resolutions that the company should go into voluntary liquidation.

### MAIN PRICE CHANGES

In tonnes unless otherwise stated.

Apr. 18 + or - Month





## SECTION IV

## FINANCIAL TIMES SURVEY

**Business Travel**

The emphasis by the suppliers of the needs of executive travellers is switching from primarily one of costs to quality of service. This switch manifests itself in many ways but the end result is treating people more as people.

**Emphasis on service**

By Arthur Sandles

THERE ARE two constant strands running through the fabric of business travel at the moment. The volatility of leisure travel, notably in Europe, what is hoped to be the tail end of the recession continues to bring about. This has encouraged suppliers to turn much more of their attention to the consistent, if demanding, commercial market.

At the same time a surfeit of supply in almost every field—hotels, airline seats, rental cars, conference centres and travel agents—has encouraged fierce competition.

This competition for a long time centred around cost. Today suppliers seem to have decided that the time is over when it's like race which would produce ruin for all concerned. Although price remains a factor in the fight for business most suppliers make their pitch today on the basis of service.

This switch to service manifests itself in a variety of ways. The upper echelon hotels offer, as might be expected, business centres, executive floors, health clubs, and superbly equipped rooms; car rental companies are eager to assure their regulars that they will never be refused a vehicle; the airlines promise ever wider seats and ever more

creative chefs; and travel agents pledge that around the globe at short notice you never travel alone. The name of the game, to use hackneyed Sixties advertising terminology, is perceived added value.

The implications of this description are, of course, that there is no added value in reality. It is said, for example, that there is no difference between the various brands of petrol, but brand loyalty is encouraged by the oil companies despite this irritating little fact. The question is whether this is so in the travel business.

As the result of the competition for the business traveller some of the "added values" can be quite dramatic. The American Express "centurion assistance" insurance scheme which gives, year round, world-wide medical cover for £35 and added benefits such as personal liability insurance, for a further £15, has to be a snip when similar schemes cost twice as much and include such recreations as skydiving. Not yet, I suspect, this is a "perceived added-value" scheme.

British Caledonian's new transatlantic service to New York this spring has the added incentive of a door to door service for first class and business class passengers. Since neither car nor driver nor their drivers give their service to the airline free it is clear that BCal hopes to make more out of the Loyalty schemes, in the form

of clubs or frequent user plans

can be a double-edged sword, as some U.S. airlines have found to their cost, but they are very much with us to stay.

All this is not to say that price is no longer a consideration of the business traveller. However, the price pitch is one which is likely to be made to you by a travel agent rather than by a prime supplier.

An agent will attempt to prove that the service you are getting at the moment could be bought from his cheaper and that, almost certainly, he could improve upon it. Even here,

service is an important element of any travel agency presentation to potential customers.

It is often said in the travel business that accounts are won over the corporate treasurer's desk and lost in the field. In other words, price counts when you are pitching for an account but you lose it the moment the chairman finds himself in the rear end of an Ilyushin because the agent said that going via Moscow was the cheapest way to get to Auckland.

All this competition is not over peanuts. No one knows precisely how big the business travel market is but it is huge. In the UK alone, Pickfords Travel estimate that Britons make 2m overseas business trips a year.

If you bundle all business travel and entertainment together, including UK domestic and foreign travel, an annual spend of over £13bn is involved if the American Express estimates are right.

Given the size of the business it is hardly surprising that over the past decade it has become extraordinarily professional.

There was a time when business travel was simply a left-over activity from leisure travel.

The first oil crisis of the

**Contents**

Travel technology: the era of the mobile office .....	2
Control and management: companies look to ways to cut travel costs .....	2
Travel agents: why purchasing muscle counts .....	4
Loyalty schemes: the taxman claims a share of the perks .....	4
Tips and bribes: pitfalls of giving and receiving gifts .....	4
Car rental: price is still the key factor as services improve .....	5
Credit cards: how travelling executives can reduce currency traps .....	6
Insurance: a multi-million pound business for people on the move .....	7
Airlines: more elbow room for the businessman .....	8
Regional links: new services start up ...	9
Railways: big business in looking after the travelling executive .....	9
Hotels: theme of the Eighties: think big on a small scale .....	10
Stopovers: ideal places when there's time to relax .....	11
Personal security: do's and don'ts in unfamiliar lands .....	11
Instant offices: business centres make their mark .....	12

CONTINUED ON BACK PAGE

**More like floating when you're flying**

**TWA's new Ambassador Class seats are a new experience.**

No other business class has seats like these. They're new. The widest business class seats. They're exclusive to TWA's 747 Ambassador Class.

To sit in them is to float. Perfectly relaxed.

They curve to support every part of your body.

There's even a special leg and foot rest.

Flying to and from America will never be the same again. You can really relax on the flight. Work in

comfort. Sleep serenely. Of course these seats are only six across. There's plenty of leg room and plenty of space all round.

Try the new experience of floating across the Atlantic. Fly TWA's 747 Ambassador Class. They're being fitted now and most of our 747's have them. But you can always enjoy 6-across seating on all our transatlantic aircraft.

Your TWA Main Agent will tell you all about it.



- 1 Most comfortable place to rest your head.
- 2 Contoured support for the small of your back.
- 3 When you tilt back—the seat cushion tilts up.
- 4 Put your feet up—it's made for it.

**Leading the way to the USA.**

**TWA**  
Main Agent

**TWA**

## Business Travel 2

## Need for better integration of mobile communications

Travel technology  
ALASTAIR GUILD

**THE EXECUTIVE** need no longer be tied to his "office." The facilities which, until recently, may have kept him there are now just as available to him as by travels, either in the UK or overseas. Such developments are the products of the convergence of telecommunications and computers. Not without reason have computer companies such as STC and ICL decided to pool their expertise.

The devices which a travelling executive might carry range from the simple beeper to one of the emerging generation of portable computers. The number of services provided for use with such devices over the telephone networks is also increasing.

Over 500 Value Added Network Services (VANS) are now registered. These include mailboxes, customer date bases and conference calls, all used by the executive on the move. Interestingly, some portable computer manufacturers are offer-

ing free membership of British Telecom's electronic mail service with every computer bought.

In the not too distant future, equipment such as the ICL One Per Desk will be available in a portable form. The OPD integrates personal computing, telephone and data communications with other messaging and electronic mail systems and will connect to an ICL host mainframe.

At present, the number of truly portable computers is limited. "There is a large gap between what the market offers and what potential users want," says Mr Ian Perring, one of the authors of a report soon to be published on Portable Computers. "The Market Potential

is limited by the convergence of telecommunications and computers. Not without reason have computer companies such as STC and ICL decided to pool their expertise.

The devices which a travelling executive might carry range from the simple beeper to one of the emerging generation of portable computers. The number of services provided for use with such devices over the telephone networks is also increasing.

Over 500 Value Added Network Services (VANS) are now registered. These include mailboxes, customer date bases and conference calls, all used by the executive on the move. Interestingly, some portable computer manufacturers are offer-

ing free membership of British Telecom's electronic mail service with every computer bought.

## Storing

Units are available for simply storing information, which can be loaded onto a more powerful micro when the executive returns to his office. At the other extreme, a handful of portables are capable of performing most of the tasks expected of an office micro.

A project ACT, weighing 12 lbs, is one of the more advanced portable computers.

It integrates many of the functions necessary for the travelling executive. One of its software packages, Communicate, gives instant access to 12 principal public information services and to electronic mail services.

"People who travel a lot don't want to carry much equipment with them. The design of portables hasn't been properly thought through. There is no reason why a paper or radio phone shouldn't be integrated into one package. And there are very few portables that link well with desktop micros, for example."

There are many other factors to be considered by the executive, choosing a portable computer depends on what he travelling. Can it run on batteries and how much power will it use for which tasks; is it IBM compatible; most important, what will be used for?

messages, print them out or file them in the system.

The executive may prepare the text of a message to be transmitted using the ACT as a wordprocessor and then send it to any mailbox using Com-muni que. Equally, the executive can scan his mailbox for messages received and put them off by computer.

Communicate may also be used to access papers. These range from a simple tone bleep to the much more sophisticated visual paging devices, which can receive text messages of up to 80 characters and store them for display.

Callers can send messages by telephoning a communication centre operated by companies such as Air Call. But they can also access Air Call's computer from anywhere in the world via telex or almost any terminal with asynchronous communications. Messages can then be transmitted to users wherever they are within the UK coverage area which exceeds 1,500 square kilometres.

Any message can also be logged into an electronic mail box if, for example, the beeper is underground and so unable to receive a message.

Mr Jonathan Edwards, a divisional manager for Air Call stresses the need for an integrated approach to the travelling executive's communication needs from the intelligent terminal or postal pocket telex to worldwide data communications.

The executive may need a terminal solely for sending and receiving messages from an electronic mailbox. Then a much less powerful computer, such as the Brother PC 100, with a sonic coupler for connection to the telephone network will suffice. One of electronic mail's main advantages is that it enables a word processor to "talk" to equipment from another supplier.

"Our aim is to provide a switching system which is simple to understand and easy to use," says Mr John Carroll, managing director, the company that runs Easybox, an electronic mail service. "Message service suppliers offer editing and filing facilities."

With the increasing power of terminal equipment and the falling cost, the need for central filing and processing will decline. Those functions will reside in the user's terminal and be under his control."

Soon terminals will also be able to send and receive data over cellular radio, making the travelling executive yet more mobile. Racal Vodafone, one of the providers of cellular in the UK, has already announced an add-on unit for vehicle radio telephone that allows computers, telex, electronic mail boxes and videodata services to be reached from the car.

Other valued added or enhanced services may include a secretary or information bureau aimed at the smaller businessman to enable self-employed users to deal with their correspondence from the car.

## Linked

Conferencing, both audio and visual, is another example of a value added service which can lessen the inconvenience of geographical separation. Nevertheless, it is a mistake to weigh out the cost of teleconferencing against direct savings. For example, telephone conferences, even though, on average, a businessman spends 65 per cent of his time talking at meetings rather than generating data."

"There are many other considerations. It can allow people to have meetings where ordinarily they would do without, to enable them to work more effectively."

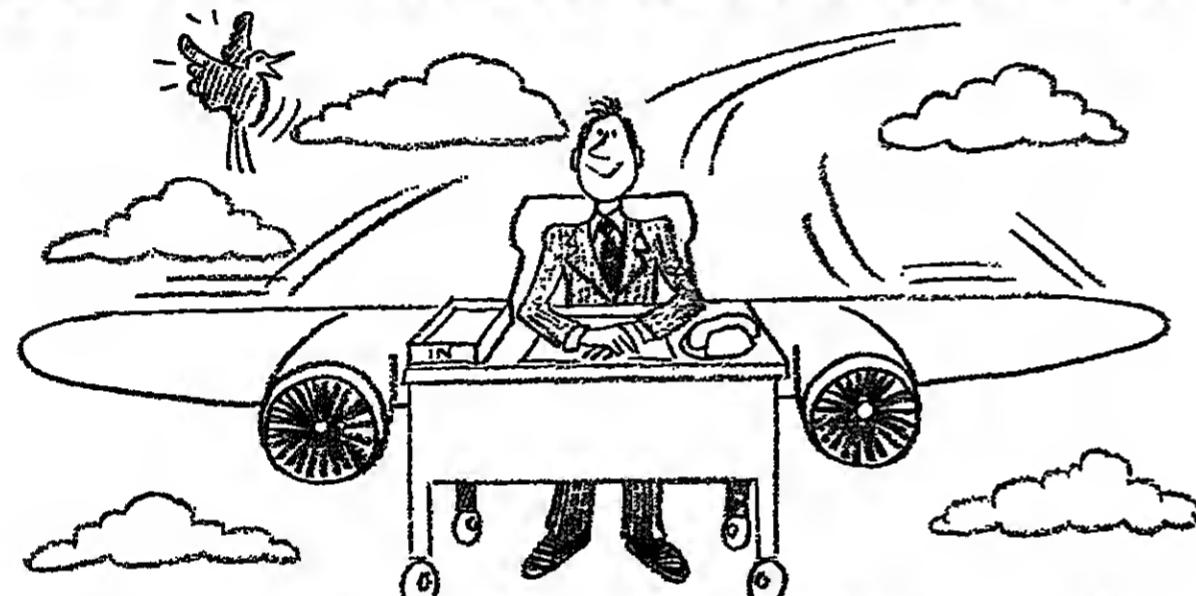
Darone Connection is the largest teleconferencing system in the world to use regular phone lines. The service can be supported by computer access to data and modelling tools.

During a meeting, participants can consult a computer-based model to evaluate alternative proposals. Computer-generated graphics can be used to present the results of these analyses to the teleconferencing participants. Reports on file in text processing systems can be accessed, updated and transmitted.

For many organisations full motion video conferencing may prove inappropriate. The costs of setting up a studio facility are immense. Public studios, such as those provided by British Telecom, are available for hire, but they are too far from the office. So some companies have combined audio conferencing with facsimile, electronic blackboards or slow TV pictures over the telephone lines. These techniques use up far less bandwidth than full-motion video conferencing.

Recent advances in digital picture encoding and compression have reduced transmission costs, helping to make video conferencing a more viable "in-house" proposition for geographically dispersed organisations. The provision by Mercury and British Telecom of digital networks will enable these signals to be sent over the public telephone network.

## HOW DO YOU SEE THE IDEAL BUSINESSMAN'S AIRLINE?



## NOW HERE'S HOW WE SEE IT:

Being the businessman's airline looks fine in an advertisement. But how does it work in practice? It means continually reviewing our schedules to provide more direct flights between business centres. And at more sensible times.

We've expanded our Gatwick services with a new flight to Gothenburg\* It leaves at 18.25 every day (except Saturdays) arriving Gothenburg at 22.10. The return flight leaves at 15.40 arriving Gatwick at 17.25. All very sensible times. Indeed we now serve more cities from Gatwick than any other UK airport.

En route you'll fly SAS EuroClass, with a separate cabin, more leg room, a superior cabin service, and backed by our unrivalled reputation for punctuality. All at the normal economy fare, with no extra cost.

Also, throughout our worldwide network there are 17 Scanorama Airport Lounges (including Heathrow) exclusively for our EuroClass passengers, plus SAS Business Centres, door to door limousine service, and SAS Hotels with flight check-in facilities.

So the next time you have business in Scandinavia and beyond, fly with SAS. We're the airline committed to the businessman.

\*Commencing March 31st.

**SAS**  
The Businessman's Airline

## Tara "Executive Class." No better background for business.

On the exclusive top two floors overlooking the Royal Borough of Kensington, you'll find peace and comfort in unusually luxurious rooms designed to compliment you in business.

It's always the details that make the difference: Express check-out, newspapers, special toiletries, and stationery, special breakfast, slippers, remote control TV, even a trouser press.

Exclusive access to the West End, Heathrow and exhibition centres, a choice of restaurants, Brasserie, and our late night bar; full secretarial services and meetings facilities.

When entertaining, experience Poachers, the exclusive fish and game restaurant specialising in Nouvelle Cuisine.

If Executive Class sounds like your kind of style, give yourself the experience next time you come to London.



Scandal Place, Kensington, London W8 5SP, England. Tel: 01-58235. Reservations: 01-537 7211. Executive Class Direct Reservation: 01-537 1665.

## Drive to cut travel costs

Control and management  
ALLAN BEAVER

AT LEAST £13bn is being spent annually on travel and associated expenditure in and from the UK, about twice the corporation tax the same companies paid a few months ago, and a sizeable slice of this is lost.

Last year, research was conducted for American Express involving 1,030 UK companies spending from under £5,000 to more than £1m a year in this field.

From this, it could be estimated that at any one time, a staggering £780m is in employees' bands in the form of cash advances. At a notional interest rate of 14 per cent, this is costing over £109m a year to service. Much of this can be avoided.

The research shows that while non-management staff incur more than half of total business expenses, when it comes to the issue of company credit or charge cards, they are firmly in the minority.

Keeping company cars fuelled is by far the biggest single cost incurred by travellers in the UK, accounting for 56 per cent of all spending, followed by accommodation and subsistence with 20 per cent. Entertainment of business contacts accounts for 15 per cent, followed by the various forms of travel.

For overseas travellers, air tickets, with 42 per cent, are the biggest item, with accommodation and subsistence also figuring highly with 31 per cent.

**Popular**

A variety of methods is used to pay for expenses, the main one still being a company's cash reserves. In the case of sales and service staff, 65 per cent use permanent cash advances to pay bills and 67 per cent

Only 31 per cent of company sales and service staff use credit or charge cards to pay for business expenses, whereas by contrast, the figure for management is 42 per cent.

Travelers' cheques remain a popular way of funding expenses overseas. Some 64 per cent of companies provide them for employees going abroad, and six in ten sales and service staff compared with seven in ten managers use them to pay bills.

Travelers' cheques have to be paid for instantly but there is often several months time lag before credit card bills are paid.

Credit cards are issued by less than a third of companies to their UK travellers and even less to those going overseas. About a quarter of companies nevertheless pay travel-related fees for employees using their personal charge cards for business purposes.

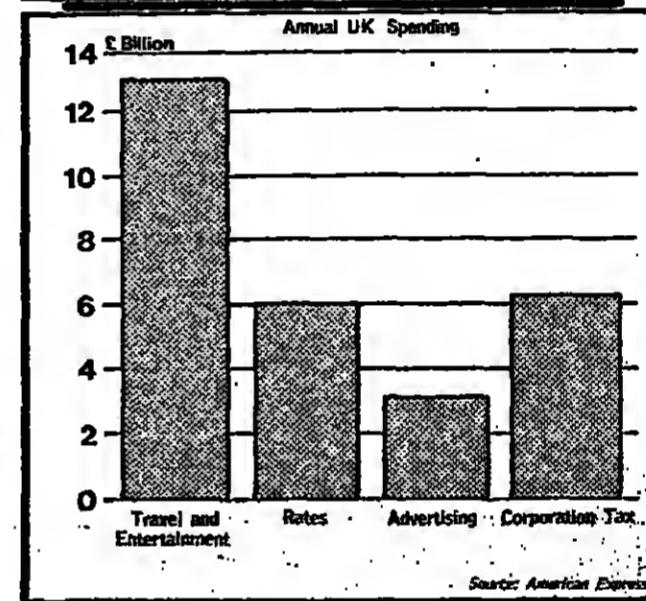
American Express is the card most favoured by the majority of companies, accounting for about 62 per cent of company provided cards and over 80 per cent of personal cards for which the company pays the annual fee.

The principal barrier, however, to wider use of credit cards is possible misuse by employees. Of those surveyed 69 per cent expressed reservations about the possible use of cards issued for spending by their employees.

American Express were the first to tailor their service to companies by offering corporate cards for up to 100 employees of the same organisation, though there are now several systems on offer.

For those having to monitor travel and entertainment spending, the corporate cards and Amex Travel Management Ser-

## Business Costs: The travel and entertainment bill in perspective



vice system is designed to give employees and their company more accurate information on business expenses, better cost control and a choice of billing systems to suit accounting practices.

A particularly valuable aspect of this system, is a failsafe mechanism to protect companies against possible employees misuse of the American Express Card. Under a Waiver of Liability insurance policy, companies are automatically covered against this.

Diners Club offers a similar system which is used by a number of agents. The big agents too, such as Thomas Cook, provide clients with travel management services giving highly detailed breakdowns of expenses.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires. The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

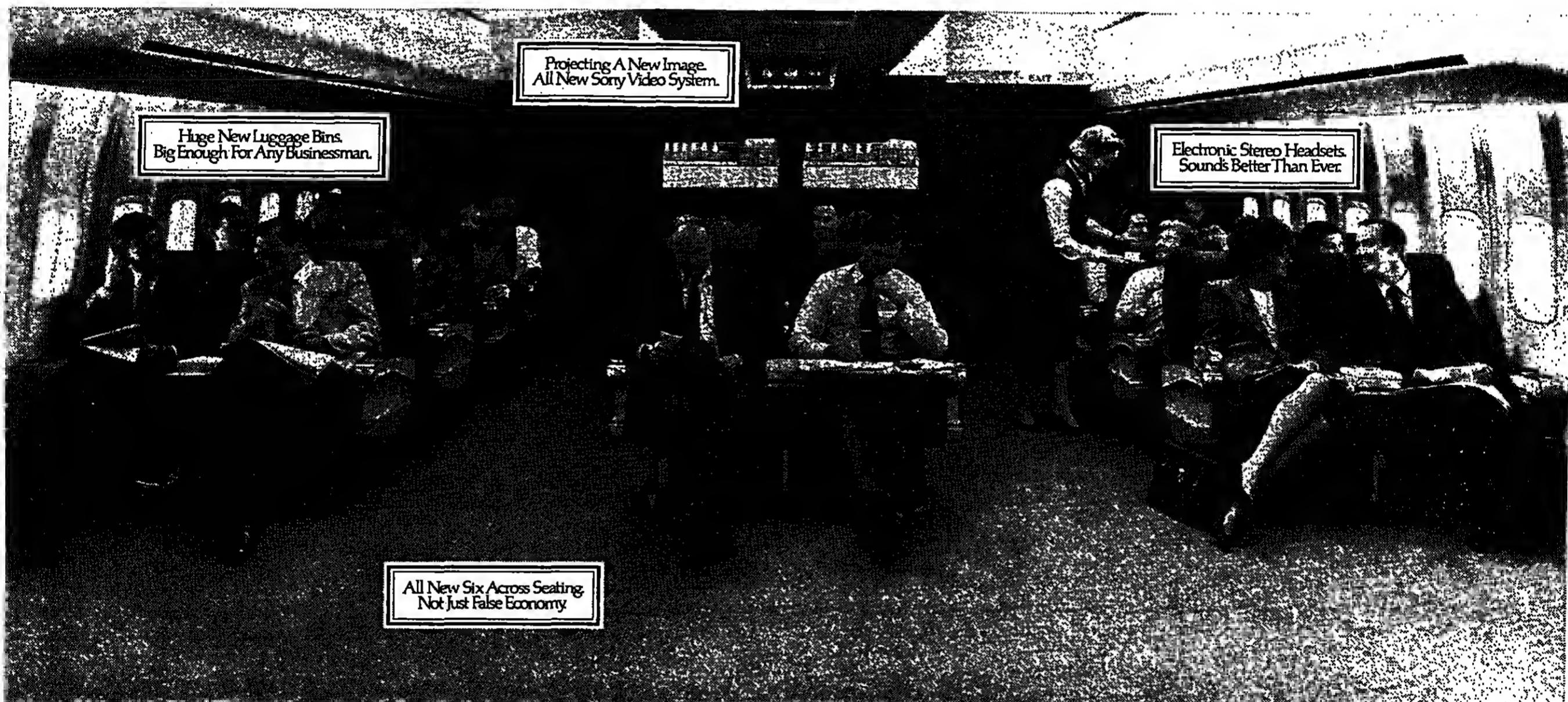
The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

Invtees are issued direct from Diners Club, with statements carrying all the detail a particular company requires.

The credit free period under these arrangements is extended up to around 60 days.

The Diners Club Corporate Card Service is similar to American Express Management, providing an improved cash flow and streamlining the associated accounting.

# Pan Am's New Clipper Class. The Million Dollar Experience.



One million dollars. That's how much we're spending refurbishing each Pan Am 747.

Our objective is, simply, to make Pan Am Clipper® Class the best in the business. To do this we totally redesigned it.

No longer is there, as with some airlines, one separate business cabin. The new Clipper Class has three. That gives you more privacy.

#### Out With The Old, In With The New.

Then we threw out the eight-across seating. Now it's just six across. And, they're individual seats purpose-built for business class.

Out will go the overhead bins. New Super-bins will soon come to the rescue of travellers with large hand luggage. Six times bigger,

these new bins will take several suitcases or garment bags.

The film goes the same way. Out. Movie buffs needn't worry though, in its place is a brand new Sony video system.

But the new Clipper Class doesn't just look better, it sounds better too, with the addition of new lightweight electronic headphones.

#### A New Restaurant At 35,000 Ft.

When it's time for dining there is a new experience to enjoy. Your choice of main courses is served to you separately, on china as it was in flying's gracious days.

But the benefits of travelling Pan Am Clipper Class aren't all aboard the 747.

On arrival at the airport you go straight to your own separate check-in.

#### Speed Above The Traffic.

If you're going to New York there's a free helicopter at JFK to East 60th Street, Wall Street or Newark Airport. Be sure you book your seat.

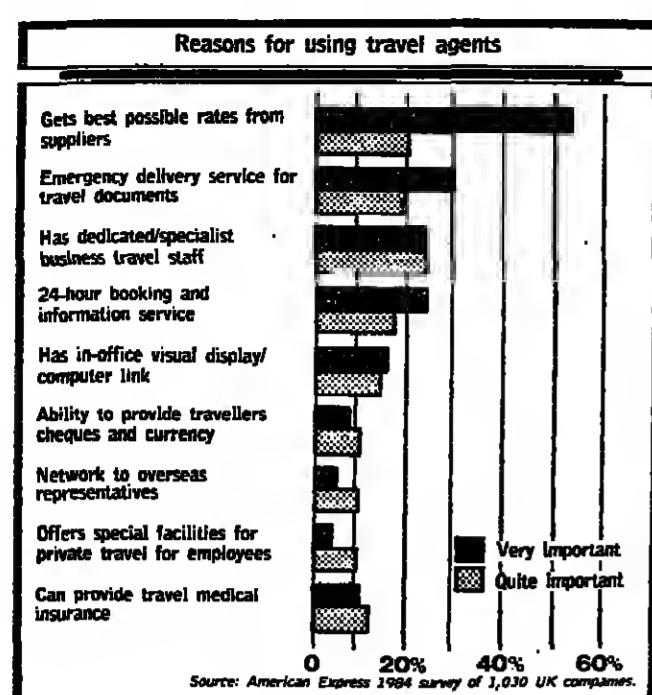
Next time you fly to the States fly Pan Am. After all, who else offers, for the price of a business class ticket, a million dollar experience?

Fly the million dollar experience to:  
New York · Miami · Los Angeles · Seattle  
Washington · Tampa · San Francisco.  
And soon, to Detroit and St. Louis.  
Call your Travel Agent or Pan Am on  
01-409 0688 or Prestel 215747



**Pan Am. You Can't Beat The Experience.®**

## Business Travel 4



Right: The Travicom ticket printer is now the standard travel industry air booking system and is used by travel agents to connect directly to the reservation systems of about 40 of the world's biggest airlines

## Why purchasing muscle counts

### Travel Agents

ROBERT OAKDALE

THE STRONG competition to provide services for business travellers is beginning to tell on Britain's travel agents. The smaller ones are continuing to lose custom to the bigger companies.

They cannot compete with the discounts offered by companies such as American Express, Hays, Robinson, Lunn Poly, Pickfords and Thomas Cook, whose purchasing muscle enables them to negotiate good deals with travel suppliers.

These bigger companies are themselves, however, having to struggle to make sure that their business travel divisions remain profitable.

During the last 10 years the number of UK business air travellers has risen from 1.4m annually to 2.3m but a large proportion of this growth has been handled by the big five already mentioned.

In the U.S. pressure on the

sector has this year come from a new source—deregulation of the airline industry. The U.S. Airline Deregulation Act of 1978 abolished the elimination of the Civil Aeronautics Board from January 1 of this year.

Surprisingly, changes in the Restrictive Practices Court caused ABTA to abandon all the premises and locations rules, requiring an agency to have one qualified member of staff with several years experience in order to gain trade body membership. This could be someone working from home, or indeed, a company business travel department.

ABTA's finance rules are stringent but a big company should have no difficulty in meeting these criteria.

#### Opposition

The store group Tesco, for example, used the brand name Dairygen for its in-house travel agency which was eventually established after fierce trade opposition. It offered 5 per cent discount on package holidays for all company employees and a captive agency through which all Tesco business travel could be passed. It sounded a great idea, but in practice however it proved not to be viable. Earlier this year, Tesco sold the operation to Thomas Cook.

In another development during the past decade, several British travel agencies had specialised in forming 50/50 travel companies with organisations undertaking substantial business travel, to enable them to participate in profits emanating from their own employees' journeys.

The real profits from these

operations, are clearly difficult to assess, as nominal rent, rates, lighting, heating, office furniture, depreciation or cleaning bills are often not included.

The bigger a company's travel account, however, the greater must be the temptation to act as agents. One of the major reasons is because they are being denied use of the electronic reservation equipment, now the norm in their agents' offices.

Such restrictions do not apply to printed guides. ABC World Airways Guide is the market leader in the printed airline schedule business, although its major competitor, the OAG, is the biggest seller in the U.S. Both publications are purchased and used extensively by business travel departments and are not restricted to the travel industry.

UK trials of electronic versions of both of these are now taking place. Their information databases are likely to be accessible through private view-data and Prestel as well as via the travel industry's own communication networks.

Business travel departments of companies can, however, only make air bookings by telephone and the Guild of British Travel Agents is violently opposed to allowing non-agents to use Travicom, the standard travel industry air booking system.

A Travicom terminal connects directly to the reservations systems of about 40 of the world's biggest airline systems and the user can make or alter bookings as well as reserving car hire, accommodation and other facilities.

Their opposition to the wider use of Travicom was unable to stop the merging of the Travicom private view-data service with Prestel's Skytrack, implemented from the beginning of April. Any ABTA members, whether or not holding airline tickets in stock, is now able to contract to take this service in its less sophisticated view-data form.

Since anyone satisfying the financial and other criteria can become an associate member, any business travel department that wants to make air bookings through Travicom Skytrack now has a way of achieving this objective.

#### Travicom

Already, some business travel agents, have equipped their computer systems with these devices. Hays Robinson openly advertise what their computers offer covertly. They will install Travicom in any company's premises where at least one member of Hogg staff is working.

Where two or more are on site they will apply for an IATA appointment and do all airline ticketing locally.

It may, in fact, not be long before a non-travel company decides to insist on being supplied with Travicom Skytrack service.

If Travicom refuse, a reference to Guild pressure, a reference to the Office of Fair Trading will probably resolve the matter.

Of course, the Guild sees the provision of electronic reservations equipment to business travel departments as the thin end of the wedge. It is only one small step from this, to attach an automated ticketing device. In the U.S. this is already permitted.

The biggest catch so far in the tax net has been British Rail's Travel Key programme offers a variety of benefits but is included among them until now

has been a series of prizes for frequent use. The biggest prize was a weekend for two for customers who had charged £1,400 or more on the card.

Since the card is only issued to companies and partnerships that means that the individual is gaining a benefit as a direct result of his or her employment.

The revenue called Travel Key is for consultation. Honourable people that they are, British Rail executives declined to name their cardholders and particularly declined to state what prizes had been won and taken.

"They were very nice about it," says Travel Key. "Not so nice, however, as to drop the tax demand."

In the end, British Rail had to promise to pay the tax on behalf of the customers, with a deal being struck on just what rates of tax should be applied.

"To keep faith with its existing 22,000 Travel Key card holders, BR will continue to offer the bonuses until the cards come up for renewal," says Travel Key.

"But all holders

are being advised that details of the bonuses will in future be supplied to the tax authorities."

The writer has received just such a letter (PS to taxman, I have not used any bonus).

Loyalty programmes of this

type are nowhere near as common as they are in the U.S., where the Internal Revenue is scratching its head to find a way of attacking them but where the laws are somewhat less

## Perks under threat from the taxman

clear apparently than they are in Britain.

The car rental business almost bankrupted itself a few years ago with give-aways and U.S. airlines now regard frequent flier programmes as an unfortunate way of life.

In the UK only British Midland and the commuter airline, Metropolitan, operate frequent flier programmes to any extent, and both are fully aware of the tax dangers. British Midland recently told the bible of the business travel world, Executive Travel, that its running off of 20,000 "passports" as part of its new frequent flier programme with prizes running up to £1,000 a week for two had instantly come to the attention of the taxman who promptly demanded names.

#### Complicated

"Our accountants are looking into the tax aspects," says BMA as a result. "There are implications of being awarded a flight as a perk, but it is extremely complicated and there are varying views about the recipients' liability."

As far as the revenue is concerned that is the answer to my own questions are any guide."

"When it is the employer who pays for the ticket and it is the employee who gets the travel bonus there is a taxable benefit."

Modest offenders concerned about their free pens, T-shirts or even a quarter bottle of champagne in their rooms need not be too worried, but the card is only issued to companies and partnerships that means that the individual is gaining a benefit as a direct result of his or her employment.

The revenue called Travel Key is for consultation. Honourable people that they are, British Rail executives declined to name their cardholders and particularly declined to state what prizes had been won and taken.

"They were very nice about it," says Travel Key. "Not so nice, however, as to drop the tax demand."

In the end, British Rail had to promise to pay the tax on behalf of the customers, with a deal being struck on just what rates of tax should be applied.

"To keep faith with its existing 22,000 Travel Key card holders, BR will continue to offer the bonuses until the cards come up for renewal," says Travel Key.

"But all holders

are being advised that details of the bonuses will in future be supplied to the tax authorities."

The writer has received just such a letter (PS to taxman, I have not used any bonus).

Before Shell writes to suggest that such a thing would

never happen perhaps I should stress that many companies have a strict policy of non-participation in such programmes. Suppliers are used only on condition that no benefits are offered directly to staff and staff are informed that they will be fired if they accept such benefits.

The naming of names by providers raises one fascinating aspect of the whole business. One international organisation that I was asked to keep anonymous raised its corporate bands in hope of the thought of telling all to any outsider, government agency or not.

"We do not think that all necessarily take their spouses along on their weekends or holidays. We do not want to be responsible for sending some of our best customers to the divorce court."

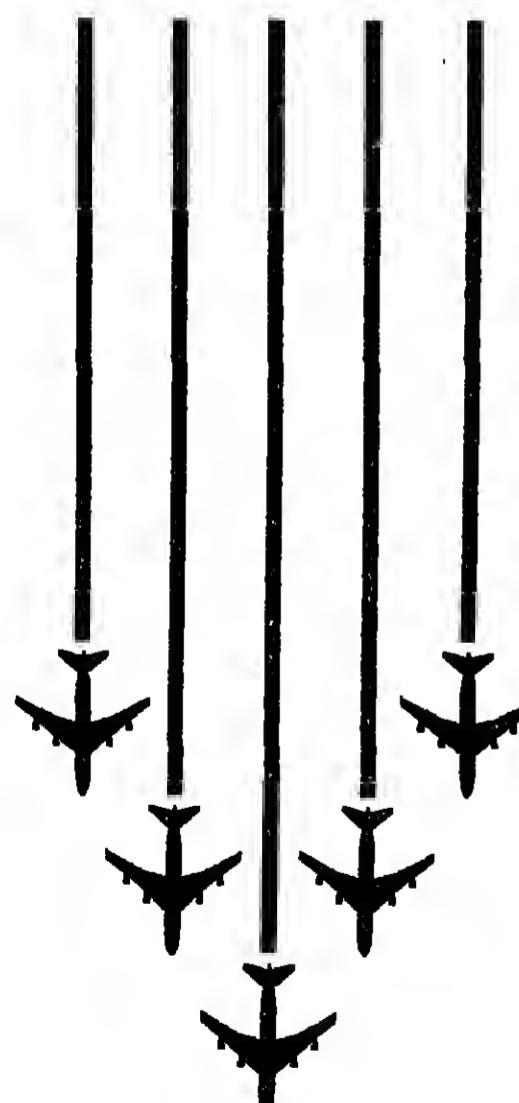
Most loyalty schemes in Europe do not have that complication. They are usually involve discounting and upgrading particularly in car rental and boats, or special check-in and other fringe benefits in the case of airlines. It is much more a pampering of frequent users than the bribing of them.

There is little such reticence in the U.S. I have before me a Republic Airline invitation to sign on for a programme which is clearly labeled "perks" in large letters. With that scheme you can win the use of a new car for a year. Join the Pan Am scheme and after flying 100,000 miles you could be two free tickets to wherever you want to go in miles will take two people round the world, first class.

Officially these schemes are confined to residents of the U.S. In fact many European travel agents will help you register for a U.S. carriers scheme by providing you with an American address. Both British Airways and British Caledonian have avoided frequent flier programmes in the UK but both are tied up with American carriers and UK residents can thus join through the back door (some programmes do not honour flights which originate in Europe).

If you do join an American scheme, and take any benefits, you are required to declare them to the UK taxman, however.

## SAA. More non-stops to South Africa.



+ non-stops a week to Jo'burg. The only non-stop to Cape Town. Daily flights to South Africa with fast onward connections to 22 destinations throughout Southern Africa. That's why you can't beat SAA.

**SAA**  
SOUTH AFRICAN AIRWAYS  
...we make the difference

For details please contact SAA, 251 Regent Street, London W1R 7AD. 01-734 9841. Or Birmingham 021-437 9605. Manchester 061-834 4456. Glasgow 041-221 2012.

## A tricky tightrope to walk

### Tips and bribes

ARTHUR SANDLES

AN AMERICAN business magazine recently pin-pointed the whole problem in one picture. It showed a Western businessman sitting in the company of two Middle Easterners in full Arab dress. Caught for words our harassed sales person is stuttering (and I quote only from memory). "And by the way, bow are Fatima and the kids."

International conventions in social and business behaviour are a minefield and have not been lessened by the growth of Islamic fundamentalism. But whether in the Middle East or the Far East, the Pacific or the deep south of the U.S. the business traveller is in a constant state of alarm—never patting children's heads, never using his left hand, never letting the soles of his feet face his companions, worrying about tipping, under-tipping, over-tipping, wondering whether what's a little extra "commission" stops and a downright bribe starts.

It's not quite as bad as that, of course. As far as tipping is concerned you are quite likely to be given a quick course to correct procedure by the people involved. I have only two-week-old evidence of the San Francisco hotel bellman who unfolded a long lecture on how "We do things different here" and "You Europeans think that service is always included." Needless to say the lecture came long before the man could have known whether or not he was going to be tipped.

Even without the lecture, tipping these days, in the bigger hotels it is becoming something of an ordeal. One man will whisk your car away from you; another will lift your bags a few feet and wait for the check-in desk; a third will actually take your bags to your room. If you are on the executive floor you will probably be escorted there by a bussess or an assistant

manager and then be greeted by a floor concierge. Since you have already dealt with the army of palms at the airport you can well arrive in your room financially embarrassed as well as exhausted.

I don't think I am alone in being thrown by the strength of the dollar. Only a couple of years ago it seemed the dollar was a very handy tip. At 100 of those same pence (well around 80 at the time of writing) it seems a bit excessive at times. This is a pity since a wad of single dollar bills is invaluable for the itinerant tipper.

The problem arises really in those unquantifiable areas of tipping, like bag carrying and car parking, when you are in a new country. Otherwise the basic rule of 10-15 per cent, rounded up to the nearest multiple of the local currency is a generally acceptable level.

Thus a US lunch bill of say \$20 would expect a \$3 settlement and this would be more generous than it seems since you are in fact tipping up VAT as well.

Tips are simply a source of occasional amusement and embarrassment. The real problems arise over gifts and bribes.

The line between the two is an extraordinarily difficult one to draw.

#### Problem

Put yourself, for the moment, on the receiving end rather than the giving (and we are talking about simple courteous business gifts, not palm greasing). If a camera manufacturer with whom you deal hands you a plastic pocket machine that has his brand name embossed all over it and can only take pictures on a clear day with everyone standing perfectly still, then that clearly is just a token gift. To hand it back unsmiling saying that company policy is not to accept gifts is to be pompous and to risk causing offence.

But what if the camera is a top-of-the-range all-singing, all-dancing device that you know

costs hundreds in the shops back home? Well, in your heart you know.

Again there is obviously a difference in the level of gift that say the chairman of the board would regard as a token, and that which a junior sales person might assess as such. When Mrs Thatcher gave away an Apricot computer in Indonesia recently it was obviously not a bribe, but in the unlikely event that she were to give me one, it almost certainly would be.

The sensible business traveller usually learns the rules of what can be a contended game. The small item of low value but which is representative of your country and perhaps your product—the Italians are fortunate in being able to dispense soft leather wallets, for example. The Japanese wafer thin calculators is an ideal.

For a time I travelled with a story of Royal Wedding gifts. They were particularly useful as little that you give for government officials in both the U.S. and USSR—both countries where almost anything banded to a government employee is regarded as a bribe.

Their real value was tiny, but their perceived value considerable. The thought of Diana and Charles being treasured in the Crimea and the Carolinas cheers my royalist heart no end.

The basic rule for the heavier stuff is to take local advice. Never plunge in with goodies unless you have sorted out the ethical and social implications.

Usually you will be shown ways around the problem. Heavy gifts are out in much of the Western world, particularly in the wake of the Watergate affair. They have, to a large extent, been replaced by business entertaining. Thus the executive or official who would have to refuse a five dollar calculator will eagerly accept two tickets for a Placido Domingo first night and dinner afterwards for himself and his wife as part of a larger group—and exercise which would be immeasurably more expensive.

The key therefore is to find out what is acceptable, indeed desirable.

One of my early mentors in this business was a board member of Holiday Inn who told me that wherever you were in the world there was always one person somewhere with whom you ended up in a back room somewhere negotiating. In some countries it meant a demand for money to change hands (something which I am sure Holiday Inn never took part in) and in others it was more complicated.

**Bribery**

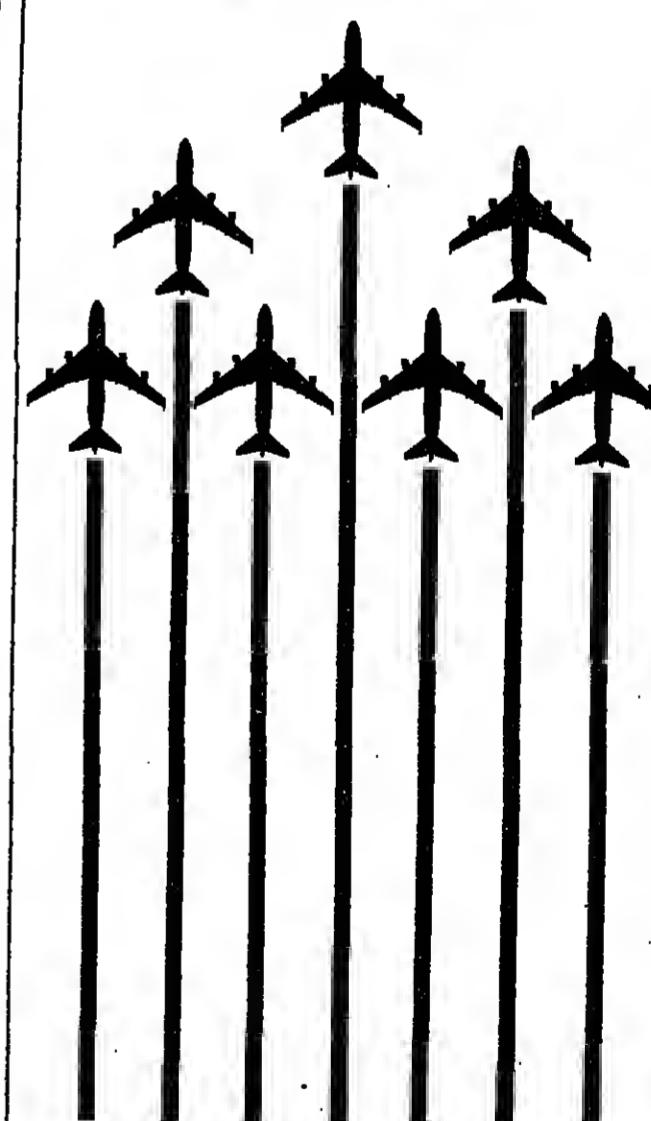
In Britain, for example, it might be that a hotel project might go ahead if a deal was done over new sports facilities for the locals. Not bribery, obviously... or is it just that the word bribe involves personal rather than civic gain.

Real bribery is far too tricky a subject for this writer to get involved in and one which any potential investor is likely to find extremely dangerous. If you feel you must bribe, it is usually best to get advice from several sources, including an off-the-record briefing from the embassy in the country concerned and (b) act through a third party so that when the detective does hit the fan you have a tiny cover behind which to hide.

As has been observed by greater minds in the past there is rarely a need to bribe journalists, given what they will do unbristed. Simply being human to them is normally enough. I have rarely been offered real bribes for planting stories—usually to encourage the swift upward movement of a share price.

Once faced with such an offer I decided that my theoretical rate was a basic negotiating start of 20 times my annual salary, given that I would be fired in not prosecuted, if discovered. In fact I also realised that either ethics or fear would prevent such participation in any plot. Make sure your target is not in the same boat—blackmail might be a surer course.

## SAA. More non-stops back.



# ダiners・クラブは東京空港に 専用ラウンジを開設いたします。

Let's face it, business travel is full of lots of little niggles. You've learnt to cope, but anything that helps must be welcome. Which is why Diners Club opened a lounge at Heathrow Airport last year.

You need somewhere you can get some peace and quiet.

Either to make a phone call or just sit down and enjoy a complimentary drink.

Frankly, it was such a success we decided to expand the idea. To Japan. At Tokyo International Airport. And Osaka.

## Europe.

But as many of our Cardholders also travel a little closer to home, we've recently opened a couple in Germany.

At Frankfurt. And Düsseldorf.

Shortly we'll be opening one at Dublin.

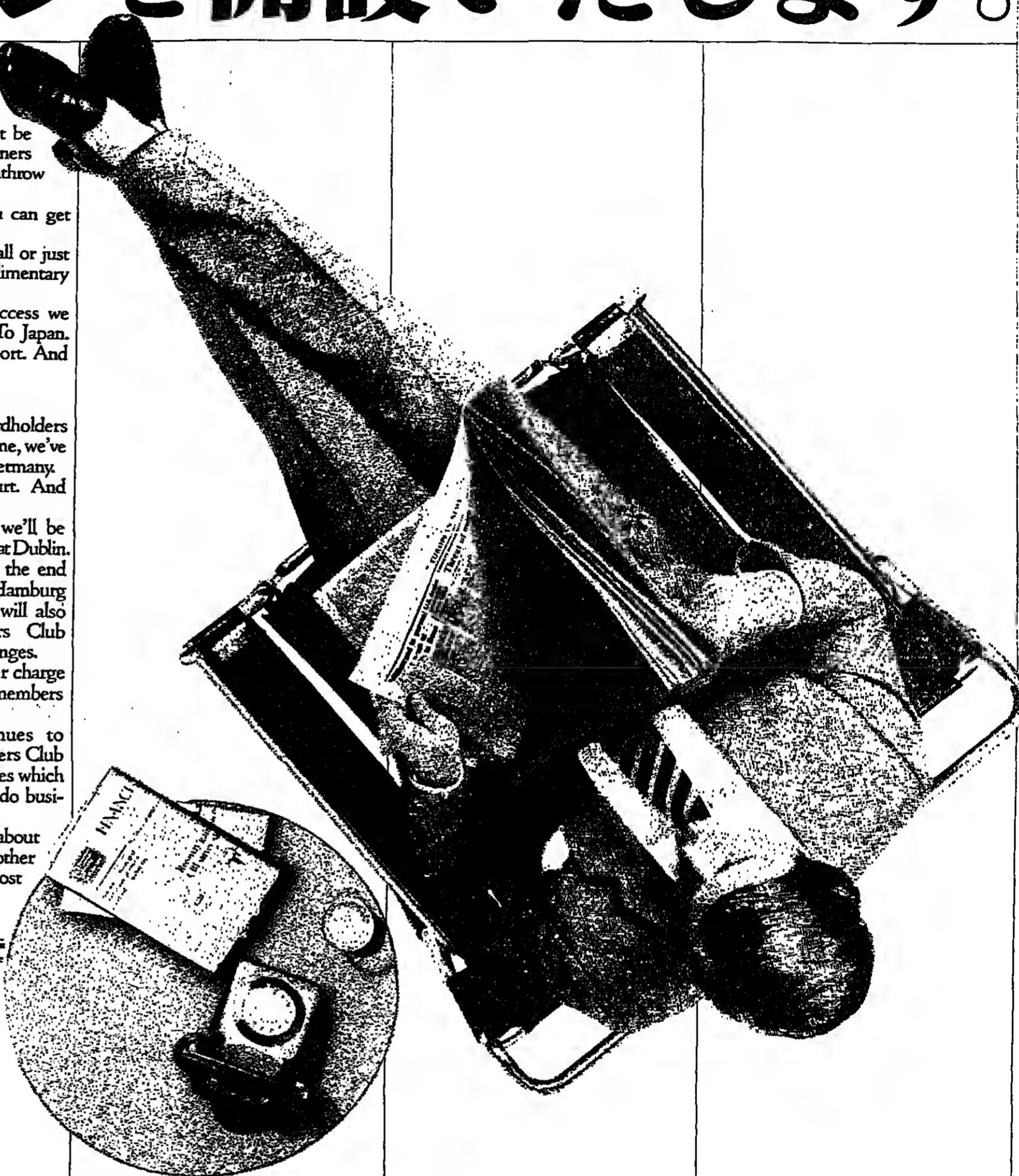
And by the end of the year Hamburg and Berlin will also have Diners Club Airport Lounges.

No other charge or credit card can offer its members this facility.

And as business continues to develop around the world Diners Club will continue to develop services which will make it easier for you to do business.

If you'd like to know more about this innovative service and the other Diners Club business tools post the coupon or telephone 01-930 2755.

Just in case you're not fluent in Japanese, the headline reads: Diners Club announce the opening of their Tokyo Airport Lounge.



Diners means business.

For full details of becoming a Diners Club Cardholder, attach your business card and send to Diners Club International, 26 St. James's Square, SW1, or more simply, phone 01-930 2755.

Name _____
Address _____
Business Telephone _____
<input type="checkbox"/> I am interested in Diners Club Corporate Membership. <span style="float: right;">CJD</span>

## Business Travel 6

# Services improve but price is still the key factor

## Choices in car rental

ARTHUR SANDLES

**IF THERE** were one field where the definition of the differences between the various becomes difficult it is car rental. It was probably here that the move away from pricing towards service started, and quantifying who it is that offers the greater quality of service is not easy task.

For car rental companies the business market is not just the bread and butter, it is a huge part of the whole meal. The period of over-emphasis on price, therefore, was a disturbing one for all concerned. "But don't be misled," says Avis. "We may be striving for better and better service, but price is still the final key."

It is particularly so, of course, in negotiations for whom the saving of a few pounds per rental can add up to substantial sums at the end of each year. Some idea of the scale of such contracts can be gained from the fact that when Avis recently won the IBM account from one of the other "big four" in the UK, 800 cars had to be made available to the new company overnight.

## 600,000 cars

There are around 75,000 rental cars in the UK (the French have 85,000, the West Germans 85,000 and the top dozen companies well over 600,000 between them) and the business travel sector is dominated by Swan National, Godfrey Davis/Europcar, Hertz, Avis with Karmanns and Budget being the remaining majors. There is still a strong regional, local and specialist market (Guy Salmon, for example, with luxury cars).

All the rental companies have followed similar paths in their pursuit of the service element. Computers have proved a godsend to the major groups enabling them to shorten considerably the time spent in form-filling for regular customers,

ensuring the cars are available and cutting down on the risks of human failure in what can be a very complex operation. Thank heavens the time when, "Sorry sir, we have no record of your request" was a regular feature of international car rental seems largely to have passed.

The Godfrey Davis/Europcar service card, for example, records the users' licence details and thus reduces the paperwork. It also means that bills come to the hirer in local currency, another enormous benefit against the old days when bills would arrive in dollars, yen, lire or pesetas and settling them was something of a chore.

The GD/Europcar card is not unique. Hertz has its No 1 rapid system which logs not only driver details but also such factors as car preference. All the hirer has to do is to name the date and the place and the computer sorts out the car and the paper work. The secret of the Avis system is also contained in the magnetic strip on its Express credit card.

The computer is being turned to ever more sophisticated uses. Earlier this month Hertz introduced a computerised routing system for business users (almost simultaneously Avis did the same for holidaymakers). Under the Hertz scheme a renter in a city centre can be given a detailed print out with a route to hotels, conference centres, other towns... a whole range of destinations.

First the customer is asked what language is to be used (there is a choice of seven): then the type of location sought (hotel or town, for example); then the specific place. After that the route is printed out. By the end of the month the system should be on line at more than 20 destinations in Europe.

Avis has tended to place a very strong emphasis on co-operation with airlines, since business fliers are very heavy business renters. At its most sophisticated it can be seen on the UK British Airways super shuttle routes where customers can not only book their car on the flight but also be told exactly where it is in the car park when they arrive. Avis hopes to extend this service to other BA routes, to various

European destinations, in the near future.

Godfrey Davis/Europcar, of course, has its extensive links with British Rail with free telephone links at 72 stations and the ability to book a car on departure for delivery on arrival.

Speed and the greater use of the computer is not the only battle ground as far as service is concerned, however. Swan National appears to have stumbled across a major source of business and loyalty with its hotel packages. Under this scheme the user of a Swan National car also gets hotel accommodation. The package is considerably less than would be the cost of purchasing the two separately.

## Comfort

Swan has done deals with such groups as Ladbrokes, Queens Moat, Thistle, Crest, Stakis and Comfort. At its cheapest, £32.80 will get you a Vauxhall Nova for a day plus a Continental breakfast. At the top of the range £85 gets you Senator and a night in such locations as the Brighton Metropole or the Leeds Ladbrokes Dragonars.

Let us not overlook price, however. Budget as its name suggests, has long made price a major plank in its campaign.

Budget is predominantly a franchise organisation and claims that this very grass roots basis gives it a local efficiency and thus cost saving, with which the other internationals could not compete.

In the event, an increasing slice of their business is now being done at a heavy discount to frequent fliers. Some airlines require the rental companies directly to pay them a fee for their participation.

None the less the overall theme in the business today remains value for money rather than "cheaper." It might perhaps be pointed out that not only the rental market is getting on a founder footing for the travel organisations. Car rental companies are much as a crimping 5 per cent of turnover at its peak) and the national groups of Europe must be delighted that the tax rules within the EEC tend to make such schemes difficult to run.

The rash of price-cutting that hit the car market a year or two ago caused chaos in car rental accounting because it suddenly devalued their fleets. Rental rates are based on an

assumed residual value of the vehicle concerned. If that value dips by 5 per cent then the figures become a nonsense.

Rental companies are not necessarily bothered by a long-term lowering of vehicle prices. What troubles them is volatility, and particularly sharp movements downward. At the moment there is a much greater steadiness about the used car business both in the U.S. and Europe, and thins fewer grey hairs in the car rental industry.

What the industry has yet to sort out is its relationship with travel agents. It is a constant complaint on both sides that neither is really interested in the other. The rental companies are bitter that agents are unwilling to fill up a form or two in order to get what in Europe can be substantial commissions. The agents complain that the rental companies frequently go over their heads by offering substantial discounts direct to business users.

In fact many users would be well advised to get competitive quotes not only from the car rental groups but also from travel agencies. Some of the chains and members of consortia are major purchasers of car rentals and can get a considerably better rate, even with their own commissions built in.

If there is one cloud on the horizon at the moment it is the involvement of the rental companies in the U.S. with the airline frequent flier programmes.

The rental companies have linked in with the airlines simply in encouraging brand loyalty and because everyone else was joining in.

In the event, an increasing



Ashley Ashwood

Under a special arrangement with Hertz, British Caledonian Airways offer free car rental to domestic passengers as part of their Business Travel service. Round trip passengers between London-Gatwick and Manchester, Glasgow and Edinburgh can be provided with a Hertz Ford Fiesta rental car for 24 hours, with 100 free miles. The Hertz Ford Sierra in the picture is available for a £5 surcharge

Left: increasing use is being made of credit cards when paying for hiring a car, in this case Avis

## How travelling executives can avoid money traps

### The benefits of 'plastic money'

DAVID CHURCHILL



Many a traveller is still vexed by such questions as which credit cards or travellers' cheques are acceptable in various countries

usually more favourable than charge cards since, in theory, there is no credit limit on transactions. All bills have to be paid off at the end of the month, however.

However, there are some financial drawbacks as well. There is the risk for example, of the exchange rate moving against you between the date of purchase and the day the transaction is processed by the credit company involved.

A survey carried out recently by American Express found that while 80 per cent of companies claim control of business costs as one of their top priorities, very few of them actually operated realistic or effective policies about business travel and entertainment.

## Tricky world

Some large companies are now fairly sophisticated in educating their travelling executives in the money traps to be avoided abroad—but many other companies provide no such help preferring to believe that an intelligent executive can work it all out for him or herself. Unfortunately, more often than not, the business traveller finds himself caught out in the tricky world of currency deals and fluctuating exchange rates.

Such questions as whether particular travellers' cheques or credit cards will be accepted in a particular country are among the points which still vex many a travelling businessman.

It is hard to imagine a business traveller who does not have at least one credit or charge card—even if this is a company card rather than a personal possession. In fact, some travel industry estimates suggest that as many as two-thirds of all hotel and major city restaurants business is done through "plastic" money.

In the U.S. especially, many hotels are poorly equipped to deal with the cash-paying customer and prefer you to pay by credit or charge card.

Credit and charge cards have a number of advantages for the travelling businessman. They are widely accepted, relatively easy to use, and much safer to carry than cash. Business travellers are obviously prime targets for theft and muggings in some foreign capitals.

Moreover, in a number of countries the national government prefers the use of credit cards by visitors, especially if the countries concerned have strict currency regulations. Credit cards avoid the trade in notes which all authorities find it extremely difficult to police.

Credit and charge cards also provide an instant record of a businessman's travelling expenses to help in his reckoning up with the company accountant on his return.

But plastic cards also have some strictly financial advantages as well. For example, users are not generally charged any commission on the currency swap. In addition the rate at which sterling is converted into foreign currency is

sense but charge cards since, in theory, there is no credit limit on transactions. All bills have to be paid off at the end of the month, however.

The main advantage of using charge cards is their lack of a credit limit—which gives the business traveller access to large amounts of credit—although cardholders who suddenly start charging heavily may find themselves subject to

international, the credit card business is carved up between Visa International and Mastercard. Both the Trusted Savings Bank and Barclays are linked in with Visa through Trustcard and Barclaycard, respectively, while the Access Corporation (jointly owned by National Westminster, Midland, and Lloyds) is linked to Mastercard.

This gives holders of this conventional credit cards access to millions of outlets worldwide—Visa alone, for example, has over 400 retail outlets in more than 160 countries around the world.

There are also additional types of credit card used to the travelling businessman. Barclays, for example, has a premier card intended for high earners (over at least £20,000 a year) who spend relatively large sums on travel and in hotels and restaurants.

Among the benefits of this type of card are cash advances of up to £250 a day in local currencies from any of the 140,000 banks abroad displaying the Visa sign. There is a service charge of 1.5 per cent on each cash advance.

In an emergency, special arrangements can be made for the Premier cardholder to purchase, at one hour's notice, up to £1,000 in travellers' cheques from the Heathrow branch of the bank against a Barclays UK cheque and passport identification.

Moreover, in most countries abroad up to \$5,000 in local currency can be made available quickly through the Visa network. In such an emergency, Visa will also forward a brief message to the cardholder's family or company free of charge.

Cards such as American Express and Diners Club are not credit cards in the accepted

## AIR CHARTER

Cessna

441 Conquest II

Propjet

British

Aerospace

HS125 Jet

have YOU considered it?

Our base at Hatfield Airport is conveniently situated just 30 minutes' drive north-west of the City and offers a unique standard of security and privacy with none of the delays so common at major public airports.

Our aircrew and operations staff are experienced professionals who will serve you well in the air and on the ground.

Call us for a quote - it's cheaper than you think

HATFIELD EXECUTIVE AVIATION LTD  
Tel: Hatfield (0707) 73534/73559  
Telex: 894871 Hatair G

A BOEING GROUP COMPANY

London - Vienna  
Salzburg  
Klagenfurt  
(via Vienna)

Frequent DC-9 scheduled flights throughout the week.

AUSTRIAN AIRLINES  
Tel: (01) 439 0741 Telex: 34413



Graceful hospitality awaits travellers flying the luxurious JAL Executive Class.

Luxurious comfort. Uniquely graceful Japanese hospitality. A separate cabin behind First Class. More room to stretch out and relax. These are the sumptuous pleasures of flying Japan Air Lines Executive Class.

It's this tradition of service that has helped us become Number One — ichi-ban — among international scheduled airlines (IATA statistics 1983).

After check-in at the special airport counter, a 'Welcome' glass of champagne is waiting as passengers come on board. In-flight service offers separate hors d'oeuvres, followed by a choice of superb meals served on chinaware. Linen napkins add to the style.

All these pleasures—and more—can be enjoyed on our daily one-stop flights to Tokyo and beyond.

It is a very great honour for us to be Number One. An honour for which we thank everyone who has chosen JAL.



JAPAN AIR LINES

The longer the flight, the more the details matter.

FOR DETAILS RING YOUR NEAREST JAL OFFICE—LONDON 01-629 9244 BIRMINGHAM 021-463 3468 MANCHESTER 061-832 3807 GLASGOW 041-221 6227 PRESTON 01-444444

## Business Travel 7

## UK international business traveller movements

Year	Foreign residents' visits to the UK		UK residents' visits overseas		Proportion total visits (%)	
	Business visits (m)	Change on previous year (%)	Proportion total visits (%)	Business visits (m)	Change on previous year (%)	
1970	1.21	9.9	19.0	1.23	4.3	14.5
1971	1.33	14.3	19.3	1.23	0.2	13.0
1972	1.46	8.8	19.5	1.40	12.3	13.1
1973	1.61	10.2	19.7	1.63	20.3	15.4
1974	1.81	12.4	21.2	1.77	4.9	16.4
1975	1.78	- 1.9	19.7	1.81	1.9	15.1
1976	1.93	9.9	17.9	2.05	13.7	17.9
1977	2.14	10.8	17.4	2.15	4.9	18.7
1978	2.30	7.1	16.1	2.26	5.0	16.9
1979	2.40	4.4	19.2	2.54	12.4	19.4
1980	2.57	7.1	20.6	2.69	5.8	15.4
1981	2.45	- 4.4	21.4	2.74	1.9	14.3
1982	2.39	- 2.4	20.9	2.77	1.9	13.4
1983	2.57	7.6	20.6	2.97	3.8	13.7
Av change (% po)	6.00		6.70			

Source: International Passenger Survey, Department of Trade and Industry, published in Business Monitor M6.



## 24-hour Mayday service

Europ Assistance coming to the aid of a patient being flown in for medical attention. The SOS service offered by the organisation is now a major international enterprise and last year responded to 110,000 "Mayday" calls for help. Europ Assistance provides a 24-hour service through its multi-lingual staff.

## A multi-million pound business for people on the move

## Insurance

MOSS MURRAY

BUSINESS TRAVEL insurance has become a multi-million pound industry with 3m overseas business journeys being undertaken each year by UK residents. An estimated 60 per cent of all passengers on short haul scheduled flights to Europe are business travellers, while 50 per cent of British Airways' revenue comes from the business sector.

The need for company executives to have the correct travel insurance has become paramount. An increasing number of companies offer policies aimed specifically at businessmen who travel frequently, including cover for those who may have to travel abroad for as long as three months at a time.

The TravelCover Plus policy of Cornhill Insurance provides for up to £250,000 medical expenses anywhere in the world. It does not exclude existing physical defects unless the policyholder is travelling against the advice of a doctor, or in order to obtain medical treatment.

The policy also links the businessman with access to a 24-hour Assistance International, a 24-

hour English-speaking service geared to answer any SOS during a medical emergency, as well as cover for lost baggage, cancelled planes or delayed transport.

This particular policy promises up to £6,000 for cancellation or curtailment of travel plans, up to £2,000 for loss of baggage including money, and up to £23,000 for extra costs incurred by transport delays due to bad weather, strikes or breakdowns.

As for cost, a businessman or woman going on a month-long trip to Europe could receive full cover for just £33. A shorter trip of eight days or less would cost £15.

New from Accident & General is a tailor-made policy that provides blanket cover for those executives who travel only occasionally, and not just for directors who are constantly visiting overseas destinations.

## Medical service

As well as including travel let-downs, delays, baggage loss, there is a 24-hour emergency medical service from Mediguard.

From the Travellers Insurance Association has come a comprehensive insurance package for business travellers with only two alternative premiums — either £100 for travelling within Europe, or £150 worldwide — irrespective of the

number of trips made. The pack includes cover for luggage, money, medical expenses, cancellation and curtailment charges, personal accident benefits, departure delays and personal liability.

Whatever insurance is being taken out, whether by an individual or a company, it is essential to check the compensation paid on different sections of a policy and any excess payable by the insured.

The obvious advantage of yearly insurance to the frequent traveler is that he does not have to worry each time he goes abroad. The Guardian Royal Exchange policy can cover travelling on business in the UK involving air travel, or wherever there is an overnight stay away from home.

GRE has extended its business travel policy to include travellers' samples under the luggage section and the single article limit is raised to £250. Under their money section the cash limit, as part of the money sum insured, is now £500 and the personal liability clause has been amended from £250,000 to £300,000.

Mr George Gardner, GRE's business travel underwriter, warns businessmen against forgetting, or deliberately ignoring the need for travel insurance. He says: "It is essential. Almost every company executive would find it embarrassing to have to

meet a large medical bill from their own resources.

The GRE is prepared to discount the premium when large numbers are being covered. The yearly premium for one person would be £159, but for 10 it could come down to £1,431, and for 50 the price would be £5,685, a potential saving of around £2,500.

The cover offered is flexible and can either be comprehensive or selective. Holidays can also be included provided they are ancillary to the business journey.

## Less lavish

Slightly less lavish in scale, but suitable for the majority of business travellers, is the scheme from Executive Travel Insurance, a company recommended by both the RAC and the Association of British Travel Agents.

With premiums frozen for the third year running they are offering protection for spouses and two children at a cost of £30 for up to three trips in any one year, although no stay abroad may be for more than three months. The policyholder can make unlimited journeys.

This is quite a bargain, as many two-week European summer holiday insurances can cost £35 for a family of four. Features include medical expenses totalling £100,000 worldwide, lost baggage compensation

up to £1,000 and a "new for old" replacement of any items less than two years old, delayed baggage compensation of £100, cancellation costs up to £750 and transport disruption up to £500.

Because executives on business trips, particularly in Europe, are increasingly travelling by car, the SOS service offered by Europ Assistance has changed during the last decade into a major international enterprise. Last year 110,000 people issued their own "Mayday" calls for help to the organisation which offers comprehensive medical, motoring and personal travel insurance cover both short and long term for businessmen and holiday makers.

As members of Medastral, the recently formed Medical Assistance Companies Trade Association, together with GESA and Trans-Care International, Europ Assistance offers a 24 hours a day service every day of the year through its multi-lingual staff.

A single call to its headquarters at Europ Assistance House, Croydon, will, it claims, lead to instant action from its network, including doctors, hospitals, garages and travel organisations, who will arrange and provide whatever aid is needed, including the payment of doctors' and hospital bills.

If the vehicle once repaired, towing necessary, an injured or sick person is brought home by air ambulance.

In January Europ Assistance received a call from Rolls-Royce that one of their employees was in Michelin Clinic, Port Harcourt, Nigeria, suffering from a fractured pelvis. They wanted him brought home. Two days later Europ Assistance had him flown back to the UK on a Swissair Lear jet 35 accompanied by a Swiss doctor and nurse. On arrival in Glasgow they took him to the Victoria Hospital, Kirkcaldy. Costs incurred in that repatriation totalled £19,500.

Europ Assistance's latest innovation is a service called FleetAssist to cater for companies operating fleets of cars and light vans throughout Britain. In addition, arrangements can be made for fleet vehicles to be covered at a discount rate when taken to the Continent.

## Expenses

For those who regularly hire a car while overseas, their annual policy includes a valuable extra section—Foreign Motoring Emergency Service. This covers most expenses incurred as a result of a vehicle, whether hired or owned, breaking down, including overnight accommodation, extra transport, repatriation of the vehicle once repaired, towing charges, customs duty etc.

A similar organisation is GESA Assistance, with offices in London's New Bridge Street. They insure at least 20m worldwide.

Their service, which has

been built up during the last 25 years, also operates round the clock, 24 hours a day, in offices across North and South America, Africa and Asia. In 135 countries they have a network of doctors and correspondents — 4,500 in total.

Mr Stuart Packington, general manager of GESA, says: "The entire network is just a phone call away in any medical, motoring or personal emergency, with reverse charges being encouraged whenever possible. Everything needed is then co-ordinated from London. Anyone insured should not need to pay a single cent. We guarantee to pay all hospital bills or doctor's fees incurred abroad."

Centurion Assistance, how-

ever, is only available to American Express cardholders, but it offers, possibly, the least expensive policy of all. A premium of just £75 provides not only travel assistance and insurance benefits all year round outside the UK, and help in the event of accident, sudden illness or car breakdown, but a personal medical scheme which will bring doctors, nurses and the latest medical facilities to the vehicle once repaired, towed up to £75,000.

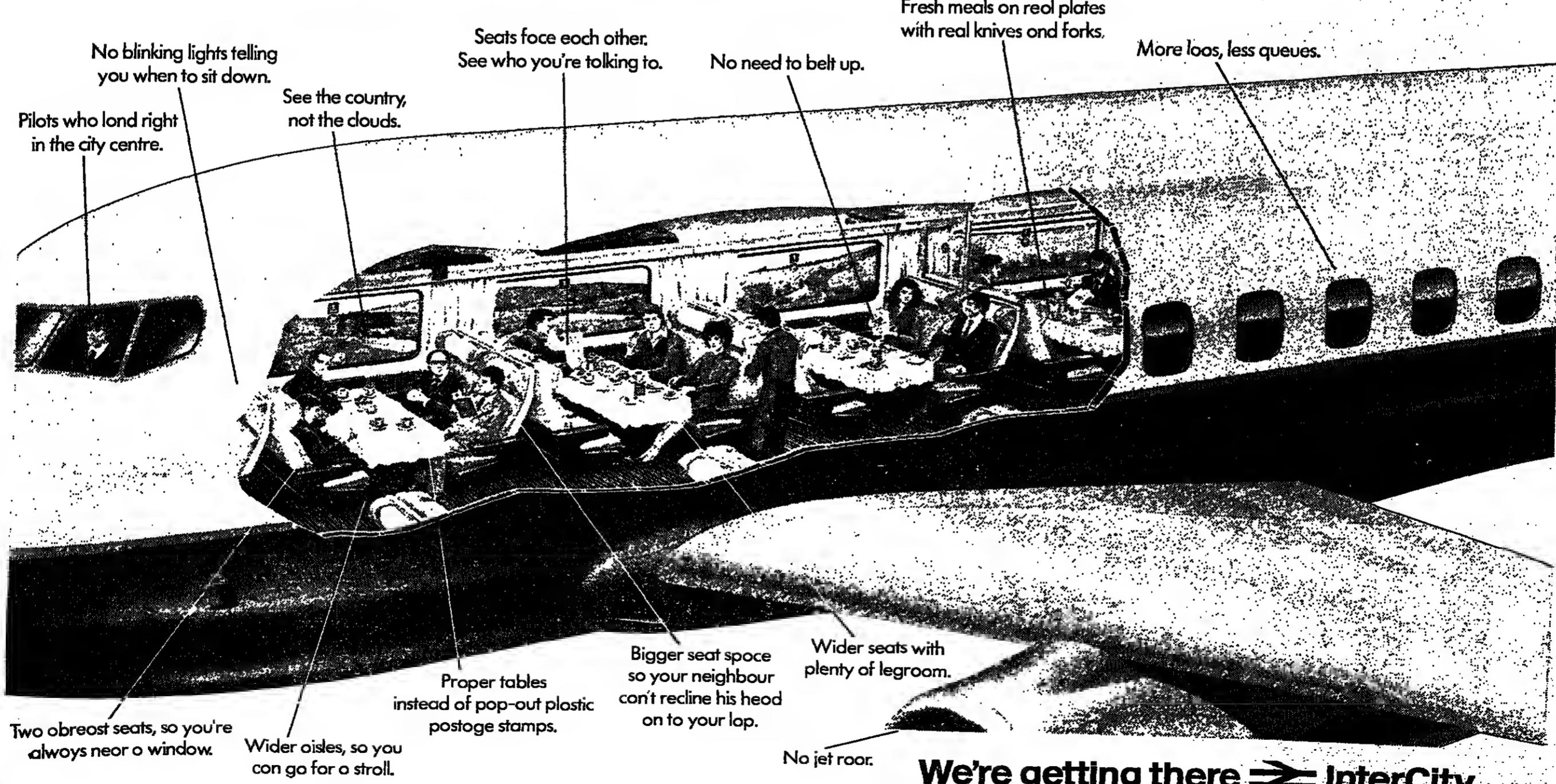
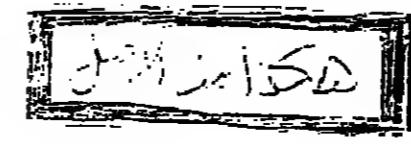
The policy includes the emergency vehicle assistance option covering roadside callout fees, hotel accommodation and the cost of returning the cardholder's vehicle to the UK as well as up to £2,000 for journey reimbursement, luggage loss up to £1,000 and personal liability cover up to £500,000.

Today's business traveller sadly has to be aware of one other type of emergency which requires insurance cover—hijacking.

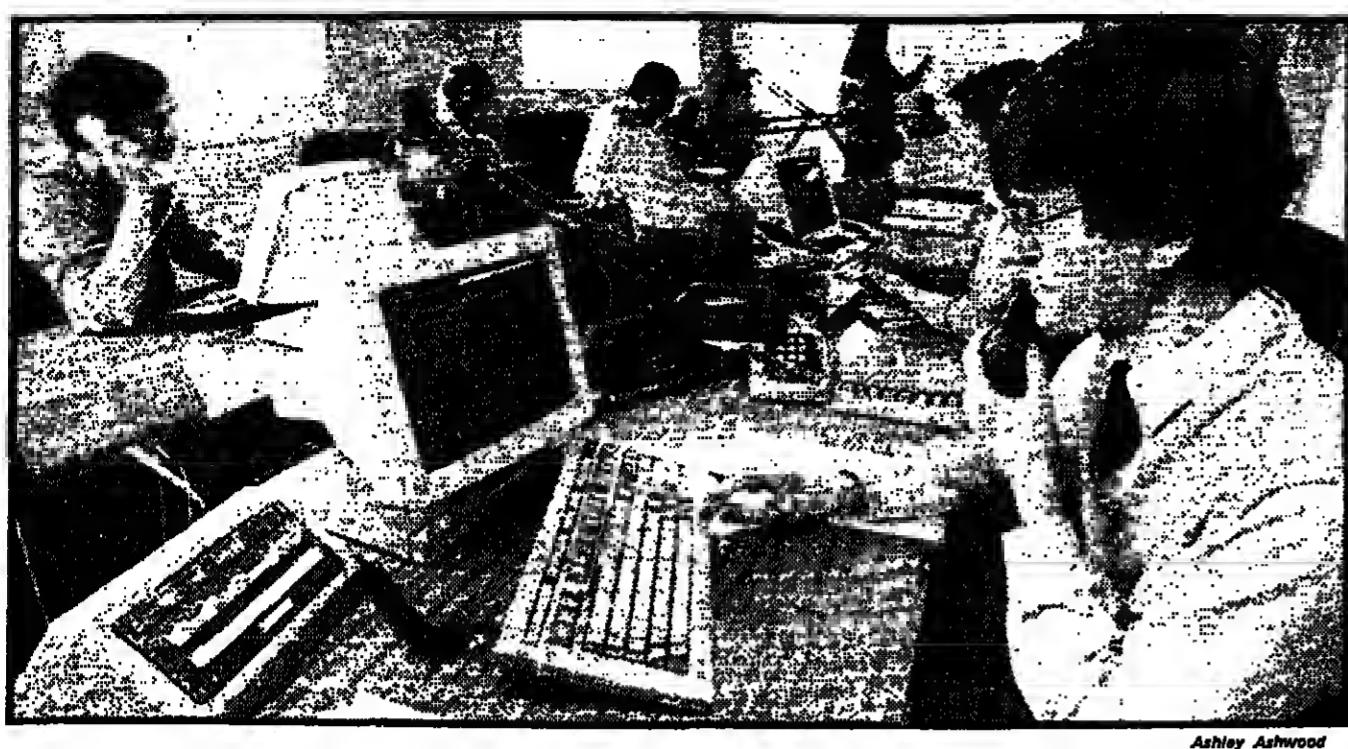
Increasingly, companies are offering this protection. Pickford's business travel policy, available through all 212 of their travel shops throughout Britain, offers £1,000 per person per journey in the event of a traveller's aircraft being hijacked, while cover from the Guardian Royal Exchange is for £100 for each day, or part of a day, that the insured person is prevented from reaching his or her destination "through hijack of the conveying aircraft". Maximum benefit is £2,000.

A final necessity is the need to read the small print and make sure there is no clause in the policy making it invalid for just that area in which the executive is working or travelling. It takes ten minutes to check a policy. Because it can save tens of thousands of pounds, it will be time well spent.

## How to improve a plane.

We're getting there 


## Business Travel 8



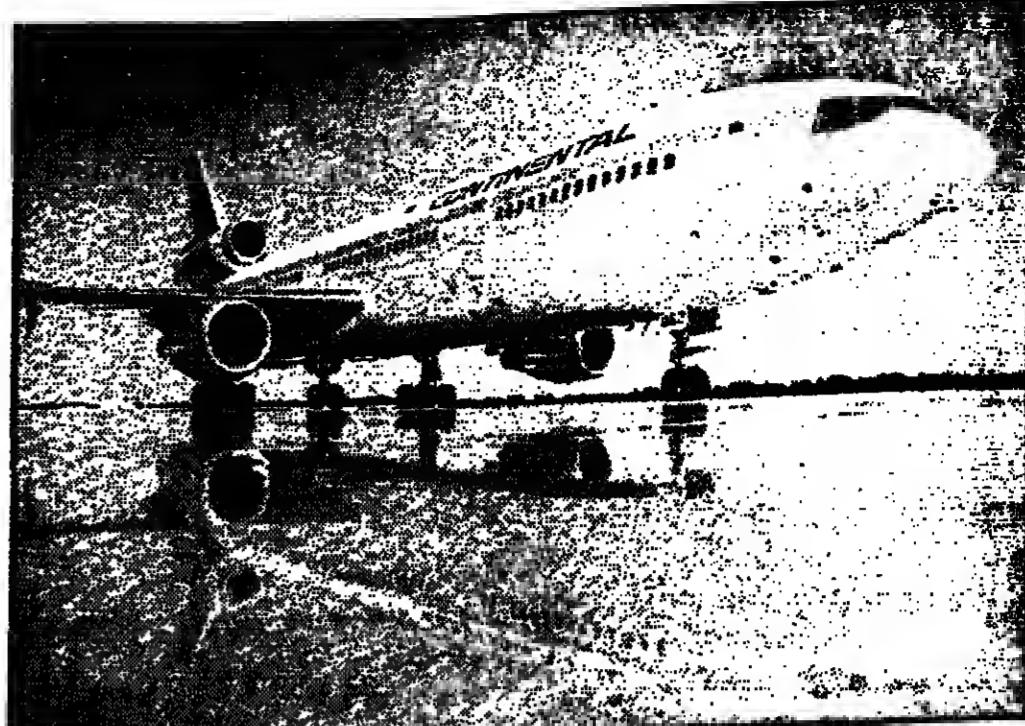
Ashley Ashwood

← LEFT

The world's first computerised databank of worldwide airlines, air charter companies, helicopter and air taxi operators involved in private air charter is being operated by air charter brokers Air London at Gatwick airport. The computer stores details of more than 2,500 operators flying more than 350 types of aircraft including helicopters.

RIGHT →

A McDonnell Douglas DC-10 series 30 of Continental Airlines which next week starts flights between Houston and Gatwick aimed particularly at business travellers



Glyn Gwynn

## Airlines pay more attention to a lucrative sector

**Air travel**

**MICHAEL DONNE**  
Aerospace Correspondent

THROUGHOUT the world, competition among the airlines for that most prized possession, the business traveller, has escalated over the past few years, so that today it has become almost a cut-throat affair, with even minor improvements in standards of comfort and service being offered and advertised as major "breakthroughs."

It took the economic recession to convince many of the world's airlines that the business traveller, although even before she was travelling less frequently, was still the foundation of their economic wellbeing, especially on long distance routes.

Business travel, which some carriers had virtually taken for granted as "always being there" during the halcyon pre-recession days of burgeoning tourist and other leisure traffic, round itself being wooed as never before.

Earlier complaints that business travellers had been neglected—especially when it came to fares-fixing policies, with businessmen riding in the same cabins as cheaper-fare holidaymakers—took on a new meaning, and airlines began to pay them much more attention.

The concept of the "three-class" airline, encompassing first-class, business class and economy class, became all-important and progressively airlines converted from the former two-class concept (first and economy) to cater for the increasingly vocal business travel-

lers who found a new power at their command—the ability to achieve changes in airline attitudes.

Some airlines, even today, try to deny that there has been any change at all in their attitudes: they maintain stoutly that they have always catered for the business traveller. The latter knows better and there is hardly any business traveller who will not immediately confirm that conditions today for him or her are far better than they were even as recently as the late 1970s and early 1980s.

They are consistently improving, as the airlines vie with each other for the lucrative custom that the business travellers provide.

The precise statistics for the volume of business travel on airlines vary widely, and they are often never published at all, being regarded as commercial secrets that no airline wants its rivals to have. But, in broad terms, the average is about 40 per cent for business travel and the rest leisure or other types of discretionary travel. The ratios will also vary widely according to routes.

Airlines which are predominantly "holiday" charter operators will either never carry business (except those going on holiday), or carry a very few who are combining business with pleasure and use the charter flights as seat-only flights to those places.

If this plan currently proposed by British Island Airways and Orion Airways for flights from Spain and Portugal from Heathrow is approved, it could open the floodgates for a wide range of similar proposals from other operators to other places, and take traffic from the scheduled airlines.

British Airways, for example, finds that on its northern European routes, its traffic is predominantly business orientated, although this pattern is changing as more leisure traffic moves to those destinations. On southern European routes, to the Mediterranean however, the preponderance is for leisure traffic, although here, too, there is a significant

proportion of business travellers.

The pattern varies also according to time of year. Southern European routes will carry fewer holiday travellers outside the summer months when the attractions of the Mediterranean are at their peak, while in the northern European region winter ski and other holidaymakers can provide a heavy volume of business.

Yet another change in the pattern that appears to be on the way is the growing pressure from some independent airlines who have in the past gained all, or most, of their business from holiday traffic, to be granted rights to sell up to 50 per cent of the seats on their flights for business and other travellers who do not want the full "inclusive package tour" arrangement of hotel and bus travel thrown in.

**Logic**

The logic of this is that many of the holiday airlines fly to destinations that are not served directly (especially from the UK) by scheduled airlines, and that there are many travellers, including some businessmen, who would welcome the chance of seat-only flights to those places.

If this plan currently proposed by British Island Airways and Orion Airways for flights from Spain and Portugal from Heathrow is approved, it could open the floodgates for a wide range of similar proposals from other operators to other places, and take traffic from the scheduled airlines.

British Airways opposes these plans. It argues that if approved, they would effectively create the equivalent of additional scheduled services (with

all that means for business travellers) especially out of Heathrow, with a large availability of seats.

For the business traveller, however, who may be looking for a seat to a place not otherwise directly served from the UK, it could be a useful addition to his travel plans.

Whether such plans come to fruition or not, the fact remains that as a whole, the scheduled airlines are welcome to business traffic, for the higher fares those travellers pay can generate much of the income that the extensively-discounted holiday traffic does not provide.

The encouragement airlines offer vary widely, from bigger, more comfortable seats (the most widely offered and most popular inducement of all), with increased leg room. This often involves the airlines fitting business-class cabins with seats of a standard originally reserved for first-class passengers.

The separate business-cabin itself is also a comparatively recent innovation, that became essential as more and more business travellers objected to being cooped up at their higher fares with the cheaper-rated leisure traffic.

The more lavish means (again, frequently now of a standard once reserved only for first-class travellers), and the specialised fast check-in facilities that some airlines also offer are undeniable inducements that many business travellers like.

The reason, of course, is that the businessman does not like hassle. The very fact of having to make a business trip has already cost some considerable reorganisation of a traveller's life-style, especially a rearrangement of family commitments.

Some may like that sort of thing; the majority of business travellers do not. They want the smoothest, most comfortable, trouble and hassle-free journey they can get, at the most reasonable price. The airlines that recognise that, and act upon the knowledge, can win significant victories in travellers' loyalties.

It is this thinking that is behind the spate of glossy, coloured advertisements appearing in business magazines and newspapers, competing for those precious higher fares that make all the difference to airline balance sheets.

It is the fundamental reason for airlines going out of their way to offer improved seating in their business cabins, with wider seats, fewer seats abreast and greater leg-room, and ensuring that the basic needs of business travellers' lives—ranging, from holiday-making families, are excluded from those cabins.

After allowing for the primary desire of all air travellers—for on time, safe and reliable air transport—those three factors—comfort, standards of in-flight service and improved facilities on the ground—are the most important.

Business travellers tend to be conservative in their habits:

contrary to the views expressed

by some airlines, they do not really like to "shop around" too much for their travel, even though they can be acutely price conscious. It has to be a substantial difference in quality to one airline and another to woo a business traveller away from the airline of his or her first choice.

Business travellers tend to prefer dealing with one particular airline—and that is often not necessarily the flag airline of his or her own country. Such travellers like the feeling of knowing how a particular airline operates, of what to expect both on the ground and in the air, the feeling of being "at home" with the way it treats them. The airline that can win that kind of brand loyalty has won a major victory.

**Complaints**  
There is no snobbery in this, despite some criticism of the attitudes that have been made in travel and other journals. The business traveller is doing a job; he or she is paying a higher fare, and is entitled to demand higher comfort and privacy, even seclusion, in return.

Whether airlines are even aware of the loss of potential business they incur for failing to recognise, and abide by, those rules, is impossible to gauge. But it is a fact that every business traveller has, or

his own tale of some ghastly journey with one airline or another as a result of which they avoid that airline thereafter.

Un-mannered cabin staff, or more customarily, ground staff, can make or break in five minutes an advertising campaign that has cost an airline many thousands of pounds and months of preparation, and yet there are still airlines that do not appear to understand the significance of the fact.

One of the most frequent complaints by business travellers about airlines covers the whole arena of ground handling. Much money, time and attention is spent upon improving the air segment, but the total journey includes time and handling on the ground and the start and finish of that journey.

Both ends are important, but increasing the handling at destination (which, also, can be the start of the return journey) is important, but so often the airlines forget it.

After a comfortable, efficient flight, too often the business passenger is ejected into a strange and unwelcoming environment, perhaps late at night, with little or no assistance in coping with the situation.

Airlines that spend a great deal of time and money on catering for that situation with holiday (and especially package tour) travellers, appear

to forget that the business traveller can often also need similar facilities, even if it is only an airline staff officer to give immediate advance on currency exchange, taxis, hotel availability, and so on.

It is easy to dismiss this, as many airlines do, with the claim that it is not their affair, but that of the airport or some other provider of facilities. Perhaps, in truth, it is not their affair, but those airlines that take the trouble to make it their business can win friends and future air fares.

Equally, the provision of translation services, use of offices, secretaries, telephones, for bona fide business travellers can often make the difference between losing a customer or retaining one.

The essence of the situation is that, on virtually all air routes, short-haul and long-haul, there is always more than one airline competing for business, and on some routes (the UK-US route is a good example) there can be many carriers fighting for what is a limited slice of the overall business travel budget.

The airlines' objective must be to capture, and retain, as many business travellers as they can, from a growing but also increasingly critical fraternity that recognises its market power, and is unhesitating in using it.

## Market for link services

### Regional air routes

LYNTON MC LAINE

**SMALLER AIRLINES**, and some of the bigger ones too, have been setting up new services in recent years to cater for a hitherto neglected category of business traveller—those living away from capital cities who do not necessarily want to spend several hours travelling to major airports before beginning their journeys.

Formal support and encouragement for smaller airlines, operating small aircraft to start air services on these routes between small towns and cities away from the main hubs of air transport came with the European Economic Community Council directive of July 25 1983 on "scheduled inter-regional air services" between member states. The broad aim of the council directive was to help develop air transport markets to contribute to the development of some of the more remote regions of member states.

The EEC laid down certain criteria for airlines wishing to start inter-regional services. These include a maximum aircraft capacity of 70 passengers or 30 tonnes take-off weight to be flown over distances of 400 kilometres, or over stages of

less than 400 km where natural obstacles and the sea cross a proposed route.

These cross-border inter-regional services are to operate to and from "category 2 and 3" airports, away from capitals and main provincial centres.

One of the typical new services that has sprung up is the service between Southend, on the Essex coast and Jutland in north Denmark. This is operated by the Danish Maersk airline.

Another newcomer in the UK is Euro Executive Commuter Airways. The airline has applied to the UK Civil Aviation Authority for a license to start services from Stansted Airport, Essex to Rotterdam, Hanover, Cologne and Luxembourg. The new airline would offer scheduled passenger flights to business travellers.

**Strong market**

Mr Don McKenzie, the managing director of EEC Airways says he sees a "strong market" in serving these destinations on continental Europe from Stansted, whatever the outcome of the Government's consideration of the future of Stansted as the possible future third major airport for London.

The airline plans to buy three 19-seat Fokker 50 turboprop aircraft, either the Metroliner III from the U.S. or the British Aerospace Jetstream 31. The fares on EEC Airways would be £76 single from Stansted to

Cologne and £66 single to Rotterdam.

The airline has set itself a target of carrying 100,000 passengers a year in its first year of operations. A successful application to the CAA would lead to EEC Airways creating between 35 and 40 staff at Stansted, with all the staff having shares in the company, along the same lines as in People's Express.

Air UK already operates scheduled passenger flights from Stansted to Paris, Brussels and Amsterdam and carries over 30,000 passengers a year. The airline has applied to start services to Frankfurt and Dusseldorf.

Scandinavian Airlines set up its EuroLink services for computers last year. The services were inaugurated on December 17, using 40-seat Dutch Fokker F-27 airliners. The airline's DC-9s of 75-seat and 110-seats, were too large to operate regularly in markets economically.

The airline operates between Copenhagen and Hamburg with six flights a day; between Copenhagen and Kristiansand four times a day; between Gothenburg and Oslo six times a day and between Oslo and Haugesund four times a day. The airline intends to provide at least double the daily frequencies on those routes where the F-27 replaces the DC-9.

Where the local regional markets are too small to support non-stop flights, SAS Express from the U.S. or the British Aerospace Jetstream 31. The fares on SAS Express would be £76 single from Stansted to Copenhagen and £66 single to Hamburg.

Another new UK airline, London European Airways, has taken delivery of a former British Air Ferries Viscount 800 four turboprop engine airliner. The aircraft is to be used on the airline's recently awarded route linking Luton Airport with Schiphol Airport, Amsterdam, providing passengers with a new link to one of continental Europe's main international gateway airports. The airline offers a service twice daily.

## In Singapore where else but the Shangri-La.



Shangri-La hotel  
SINGAPORE  
A SHANGRI-LA INTERNATIONAL HOTEL

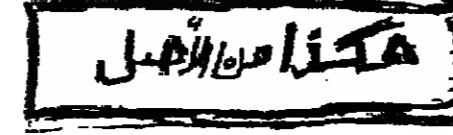
Shangri-La International London (01) 581 4217  
• Hong Kong (5) 242 367 • Kuala Lumpur (03) 486 536  
• USA & Canada (800) 457 5050 • Singapore 538 2250  
• Australia Std free (008) 222 448 • Tokyo (03) 667 7744

Shangri-La Singapore. Shangri-La Kuala Lumpur (Opening 1985). Shangri-La Beijing (Opening 1985). Shangri-La Bangkok (Opening 1986).

## Delta Flies To Over 90 U.S.A. Cities. Coast-To-Coast-To-Coast.

From New York to Texas, from Florida to California, Delta flies you just about anywhere in the USA. Catch Delta's daily nonstops from London to Atlanta, where you can make easy Delta-to-Delta connections to over 90 cities across the USA.

Delta Gets You There



Delta

Call your Travel Agent. Or call Delta in London on (01) 668-0935. Or call Crawley (0293) 517600.

Delta Ticket Office is at 140 Regent Street, London W1R 6AT. Schedules are from London and are subject to change without notice.

## Business Travel 9



The Pullman Lounge for first class Inter-City passengers at Kings Cross station; centre: travelling in the Executive Saloon and, far right, more comfort by High Speed Train for first class travellers

## Railways raise the comfort level of executives

### Rail services

PHILLIP HASTING

**RAILWAYS HAVE** for many years generally lagged well behind company cars and aircraft as the favoured mode of transport for business travellers.

Within the UK and much of Europe, for example, the large-scale development of motorways and air services over the last two decades has encouraged a large percentage of the business travel brigade to desert the railways which had until even 25 years ago often provided the most popular option for long-distance travel.

There are, however, definite signs that the transport wheel may be starting to turn full circle in some areas, notably in the UK, with increasingly serious efforts being made to bring rail back into fashion as a means of business travel.

Only last month, for example, British Rail revealed more details about a whole range of developments designed to step

up its recently formulated campaign to attract more business travellers on to Inter-City services — at present, business travel is reckoned to account for 35-40 per cent of Inter-City's annual £465m turnover.

Included in last month's developments was the opening at King's Cross station, London of a new luxury lounge for first-class Inter-City passengers, the first of a series of such facilities to be opened at leading British stations. Others are due to be opened this year at London Euston, Liverpool Lime Street, Manchester Piccadilly, Edinburgh, Newcastle and Leeds.

Developed jointly with American Express, the Inter-City Pullman Lounge, at the new King's Cross facility is labelled "an exclusive lounge for 25 people, offers light refreshments throughout the day, a bar service, during licensing hours and complimentary tea and coffee at all times.

Other features include guaranteed spaces in BR car parks and a regular newsletter to keep cardholders up to date with new facilities and services being introduced by BR for business travellers.

Offered only to people travelling for a company or a partnership, Travel Key makes an

environment for brief business meetings, which will be restricted to passengers with full fare first-class tickets or executive tickets who also possess an AMEX card or a British Rail Travel Key card.

The latter, launched in 1983, is BR's own charge card for frequent business travellers. It offers a variety of special benefits to the individually identified user, including a 5 per cent discount off all rail travel purchased with the card; 10 per cent discount on first class journeys; a 15 per cent discount from Godfrey Davis car hire; 10 per cent discount on full restaurant car meals bought from Travellers Fare and a 25 per cent discount on sleeper supplement.

### Newsletter

Other benefits planned for the future include guaranteed spaces in BR car parks and a regular newsletter to keep cardholders up to date with new facilities and services being introduced by BR for business travellers.

The former will consist of four trains a day between London Euston and Liverpool Lime Street and the latter a departure

annual charge of £12.50 per card for one to five cards, coming down to £7.50 per card for six or more.

The steady development of the Travel Key scheme and the opening last month of the Inter-City Pullman Lounge at King's Cross are in fact just two of the more obvious signs of BR's new enthusiasm for attracting business travellers. The opening of the luxury lounge for instance is said to herald the start of a "new era for Pullman services" in Britain. Backing up this claim, BR is planning to expand substantially the present Pullman services which involve twice-daily trains in each direction between London and Manchester.

From May 13, this operation will be extended to ten trains a day between London Euston and Manchester Piccadilly, Monday to Friday, with a morning and evening service also calling at Stoke-on-Trent. Two new Pullman services are to be introduced from the same date: the Merseyside Pullman and the Yorkshire Pullman.

The former will consist of

annual charge of £12.50 per card for one to five cards, coming down to £7.50 per card for six or more.

Each weekday morning from Leeds and evening return from King's Cross, with an additional leg to Bradford.

Elsewhere in Europe, other railway organisations are also stepping up their efforts to win more business travel customers with improved services, better facilities and special deals.

### Restructuring

Deutsche Bundesbahn (German Federal Railway), for example, is restructuring its highly four-route Inter-City network and from June will introduce a fifth IC route between Dortmund and Munich. The new route, which will take in Wuppertal, Cologne, Mainz, Frankfurt, Würzburg, Nuremberg and Augsburg, will also allow Frankfurt Airport to be served for the first time by hourly IC trains.

Included in this category is the Inter-City Executive ticket, an all-in-one package covering first-class return travel, Monday to Friday for outward journeys and reserved seat. Travellers can vouchers to the value of £7; 24 hours free car parking at Stevenage, Luton and Reading, and a voucher offering 10 per cent discount on Godfrey Davis car hire. Tickets have to

be bought in advance, not later than 1600 hours the day before departure.

In addition, DB is recruiting 1,000 additional staff in the form of stewards and stewards to give more help to passengers.

Longer term, DB is also now looking at new designs for its coaches and prototypes featuring seating grouped in bays, luggage lockers and telephone compartments are due to be put into service in 1989-90. For visitors to West Germany, DB offers various forms of Tourist Card which despite the name can prove of considerable cost benefit to business travellers with a fair amount of ground to cover. A card offering unlimited travel for four days, first class, costs £60 (£44 for second class) and there are other deals available for nine and 15-day periods.

Most of the major European

raillways in fact offer similar sorts of ticket. One which might be of particular interest to business people visiting one or more of the Benelux countries is a five-day Benelux Tournail ticket issued by Belgian, Netherlands and Luxembourg Railways.

Valid for any five days in a 17-

day period, the ticket allows holders to travel freely within the Benelux region without any

distance limit. Cost is around £50 for a first-class ticket or £33 for second-class.

Next major development likely to interest international business travellers using Nederlandse Spoorwegen (Netherlands Railway) should be the completion next year of a loop line connecting Schiphol Airport with Amsterdam Central Station — at present, trains to and from the airport operate only into stations in the southern part of the city where connecting transport services are often not as good as from Amsterdam CS.

Outside Europe, there are few parts of the world where international business travellers are offered much to tempt them than a courtesy place at rail travel as an alternative to the plane or the car.

North America has the track networks but the availability of frequent and relatively cheap air fares plus a general public fondness for the car have led to U.S. and Canadian railways tending to concentrate on freight and tourist travel business. Other countries around the world generally tend to lack the service frequencies or quality of accommodation to tempt visiting businessmen back on to the rails.

## Air Canada makes flying fun for people who don't fly for fun.



With space, quiet and service. Or champers and balloons. You choose.  
To Canada. U.S.A. The Caribbean. Europe. India. Singapore. See your travel agent for details.

Flights so good, you won't want to get off!

**AIR CANADA**

## Business Travel 10

# More like an exclusive club for the top businessmen

## Hotels

ARTHUR SANDLES

JUST WHEN you thought the hotel had reached its ultimate with the new wave of the Seventies things have started to change again. The theme of the late Eighties, which may sound a little odd at first sight, is think big on a small scale.

The big part is big rooms and abundant service, the small is the actual size of the properties. The move towards club areas in big hotels has become an avalanche, and there is a rash of building world-wide of small, luxury properties, many of them all-suite ventures appealing to the very top segment of the business travel market.

Behind the scenes, as with so many sectors of business today, new technology is having a considerable impact. In theory, this leads to hoteliers having much greater knowledge of their own room availability and much greater flexibility in dealing with reservations. It also should mean an improvement in service.

If you have noticed a rise in the number of long stays you get from hotels these days it is simply because of the growing number of computers that have you on file. More significantly a properly used computer system will identify instantly any client seeking service regardless of the size of the hotel—thus the new Regent hotel in Sydney, for example, is able to respond to every in-house phone call with a "Yes, Mr. . . . How can we help you."

Be it fashion or based on reality the changing tastes of the business traveller and the innovations of competitors are a major concern to the major group around the world. For all of them the business traveller is the biggest single market and for most it is the dominant source of revenue. The business traveller may be demanding but that traveller is also likely to be high spending and whatever the corporate treasurer might say, less price sensitive than other travellers, particularly on peripheral services.

The demanding aspect comes both from individuals and companies. Individuals may demand to be pampered, companies want more. Not long ago I was in a Westin hotel which had just been screened and passed by a big U.S. corporation before it would be used by them.



The trend is towards privacy and seclusion for top businessmen. Above: the Queen Anne suite at the Inn on the Park in Mayfair

"They sent a team in here," said the manager. "They checked our fire systems and all our security. Yes, they wanted to know if we were a good hotel to stay in, but also if their people would be safe here. A good executive is too valuable to lose."

### Club areas

This enthusiasm to protect the value of their manpower investment included an insistence that its staff would only be accommodated on the lower floors—none of its key people were going to be caught in some towering inferno.

The implications of increasing personal requirements from a hotel can be seen clearly in the growth of club areas and the development of small hotels. There is no doubt that the large hotel chains were very worried, and indeed continue to have that worry, about the drift of their very highest spending customers away to smaller properties.

It is hardly a secret that in London, for example, that the Inn on the Park has been one of the most successful hotels on the Park Lane strip, but it is also one of the smallest. While others have their off-period properties, such as the Connaught and the Stafford, run at

very high occupancy rates, they are tiny by international standards.

Staying in a small luxury hotel, many of them in the U.S., in particular, being all-suite properties, appeals both to the sybaritic tastes of the executive but also give an aura of knowing where the best is to be found. It is a status symbol.

The owners of small hotels make no bones about appealing to this little bit of status seeking. "While there will always be appreciation for greater public space, glittering chandeliers and regal appointments, more and more travellers demand quiet space and comfortable quarters, suitable for business and entertaining," says Mr Severyn Ashkenazy, founder of the much-praised L'Ermitage group of hotels in California.

"A business person, travelling from city to city, needs a warm and friendly environment, comfortable surroundings and service that it attentive. What he seeks really is compassion, freedom from the annoyances and the fast pace of business travel."

Whether that freedom can be associated with the fact that many of the Ashkenazy rooms these days have two-line telephones, so that you can make

an outgoing call while holding on to an incoming one, may be a matter of argument.

The basic theory is one that has not been lost on the big chains dominate, and for obvious reasons. Basically their uniformity of service gives the traveller, and the traveller's employer considerable reassurance.

They are also able to negotiate terms on a national, and often global, basis. Knowing what you are going to get and how much you are going to pay for it is a considerable attraction when choosing a hotel in a strange city.

This long-term loyalty is also encouraged by schemes, twins of which are referred to in other articles in this survey. These take three forms: The basic executive club memberships, which are the type most usually seen in Europe (thanks to the tax problems); discount schemes; and full-scale loyalty programmes with bonuses to be won.

Executive club memberships offer customers guaranteed accommodation for the night, upgrades, personal cheque cashing and little touches like fruit or liquor in the rooms, Hilton's Vista Club, Quality's Blue Ribbon scheme, and Sheraton's executive traveller programme

are all in this bracket. Most of these also offer some form of corporate rate discount, but this is the main prong of attack by the schemes operated by Trusthouse Forte (which has a Gold Card and a Silver Card scheme), Crest, Thistle (which also adds periodic extra schemes, one of which has just finished), Howard Johnson and Best Western.

Crest has been running a scheme which involves prizes for regular use of its hotels in the UK, but is unusual in doing this. In the U.S., however, such schemes are often found. Holiday Inns, Howard Johnson and Ramada, rivals of old, operate reward schemes.

For anyone spending a couple of weeks or more a year in the U.S. it might even be worth signing up with one of them since you can soon earn enough points to win appreciable prizes providing you stick to one hotel chain. It is unlikely, however, that a European visitor would clock up the 325 bed-nights that Howard Johnson requires before giving you a two-week holiday for two—and it's a holiday in Europe anyway.

### Consortium

Basically, none the less, it is only at the very top of the business level, and perhaps at the very bottom, that the smaller independent hotels come into their own. In the middle market the chains dominate, and for obvious reasons. Basically their uniformity of service gives the traveller, and the traveller's employer considerable reassurance.

They are also able to negotiate terms on a national, and often global, basis. Knowing what you are going to get and how much you are going to pay for it is a considerable attraction when choosing a hotel in a strange city.

The smaller independent properties are well aware of this and most of them seem to have joined some sort of marketing consortium in order to offer chain status, and chain reassurance about standards.

There is little doubt that the constant recent advances in reservation technology have accelerated the need for the independently-owned hotels to group into alliances. Increasingly, the ease of communication with a hotel about bookings and changed plans is of importance. Thus we are back to square one again: the development of technology and its long-term implications. For the hotel industry, as for all other parts of the travel business, it seems to be crucial.

### Daily hotel costs in top 40 cities

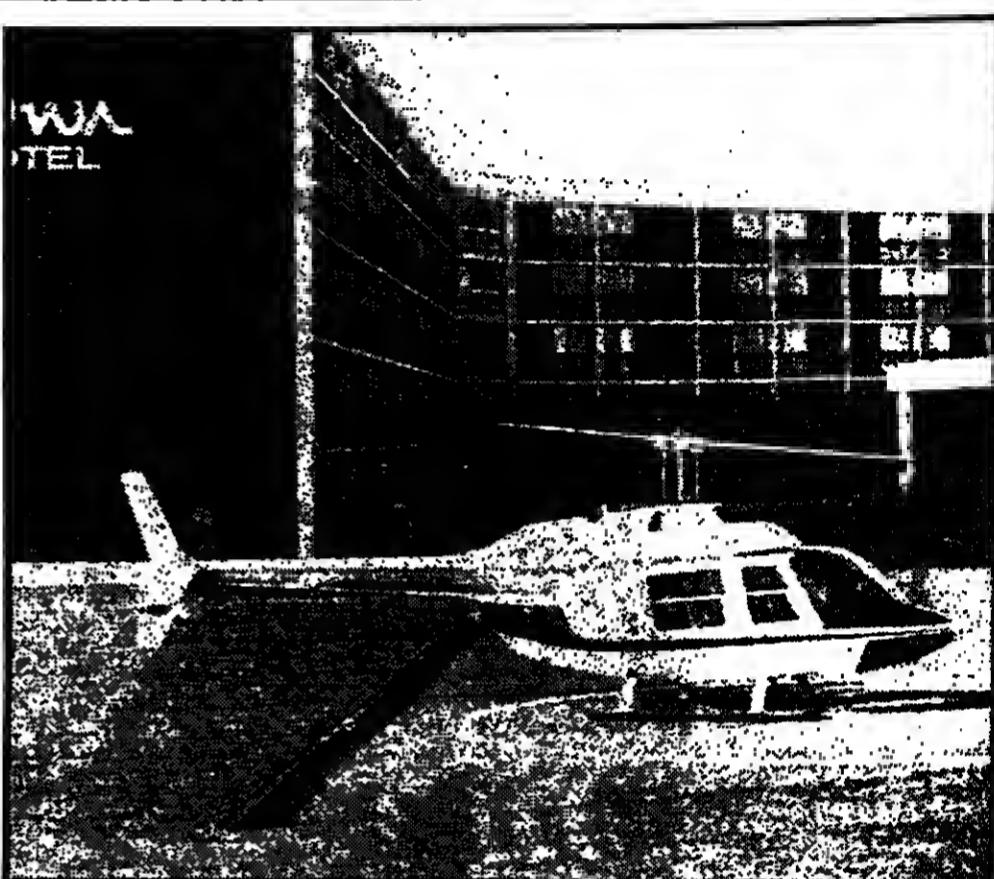
(Expenditure by travelling executives, October 1984 prices)

City	Daily accommodation and meal costs*	Ranking	City	Daily accommodation and meal costs*	Ranking
AMERICAS			REST OF WORLD		
Chicago	157	16	Abu Dhabi	253	1
Houston	137	16	Bangkok	128	21
Los Angeles	155	11	Beijing/Peking	114	26
Miami	153	12	Bombay	117	24
New York	175	7	Calcutta	185	4
Caracas	97	33	Hong Kong	145	13
Mexico City	177	5	Johannesburg	165	8
Montreal	131	20	Lagos	241	2
Rio de Janeiro	97	33	Singapore	177	5

\*The basket of tourism products included is that used by Business International SA in its Guide to Executive Travel Costs, ie single room with bath at a good, moderately-priced hotel, with taxes and service charges included; a business lunch for two persons at a fashionable restaurant; and a simple meal for one person at a comfortable restaurant or hotel.

Source: Author's estimates based on cost data obtained locally and from the BI Guide to Executive Travel Costs, 1984 (publisher: Business International SA, Geneva), his own forecasts of domestic inflation and exchange rates drawn from the Financial Times' "World Value of the Dollar" (as at October 17 1984).

International Business Travel—A new megamarket. The Economist price £35.



Arriving by helicopter at the Holiday Inn, Heathrow

Profile of the world's largest hotel group

## Upmarket image for the boardroom

### Holiday Inns

DAVID CHURCHILL

HOLIDAY INNS, the world's largest hotel group with more than 1,700 hotels and 310,000 guest rooms worldwide, is chasing after the business traveller with a vengeance.

The company, founded in 1951 in the U.S. developed in the 1950s as a value-for-money motel chain which took advantage of the expanding inter-state motorway system in the U.S. Through franchising, the company grew rapidly in the '60s and '70s to emerge as the major hotel chain in the world (more than three times the size of its nearest rivals) and now about three-quarters of its worldwide operations are franchised.

However, Holiday Inns' very success had begun to cause it a few problems in recent years since its image became very diffuse because of the varying standards of hotels. In the U.S., for example, the American executive would not normally consider staying in a Holiday Inn because of its down-market image and facilities.

In Europe and many other countries, however, Holiday Inns are a fairly up-market type of hotel well suited to the needs of the travelling businessman. The problem was that American executives travelling abroad were reluctant to book into Holiday Inns—not realising that they were a very different class of hotel outside the U.S.—while businessmen travelling to the U.S. and staying in Holiday Inns became a trifle disillusioned.

The problem for Holiday Inns, moreover, is that the U.S. leisure market has been a bit capricious in recent years—up one year and down the next—which made it all the more important to tap into the business market.

The company's response to this dilemma has been on several levels. In the U.S. it has embarked on a market segmentation approach—aiming to

reach different markets by modifying its hotels. Thus in the U.S. it is converting the cream of its best hotels, or acquiring new ones, to develop a chain of Holiday Inn Crowne Plazas. These are described as "four-star properties-plus" and offer extra services not previously available in Holiday Inns.

These extra services include

a concierge door—to be called Executive Clubs in the UK—with extra service; a cafe and a second, speciality, restaurant; and small to medium room facilities with a boardroom.

Room rates, not surprisingly,

will be significantly higher for a standard U.S. Holiday Inn room rate—about 40 per cent higher—but still marginally less than business class hotels with which it is competing.

The other major U.S. development for the business traveller is the creation of Embassy Suites to cater for the extended business traveller. These suites provide all the facilities to make the business traveller staying for a week or more both comfortable and in touch with his company and clients.

Extending both these concepts

to the UK is still being debated by Holiday Inns since the corporate image in the UK and Europe is already sufficiently high to attract the business traveller.

The problem was that American executives travelling abroad were reluctant to book into Holiday Inns—not realising that they were a very different class of hotel outside the U.S.—while businessmen travelling to the U.S. and staying in Holiday Inns became a trifle disillusioned.

The problem for Holiday Inns, moreover, is that the U.S. leisure market has been a bit capricious in recent years—up one year and down the next—which made it all the more important to tap into the business market.

The company's response to this dilemma has been on several levels. In the U.S. it has embarked on a market segmentation approach—aiming to

standard in the UK and Europe, however, there is some concern that the architecture of the top-class hotels is not improving, either by refurbishment or by relocation. Crowne Plaza type Holiday Inns are already earmarked for Europe, as are the Embassy Suite operations.

### Advantage

One considerable advantage that Holiday Inns enjoys in providing hotel accommodation for the business traveller is in its world-wide bookings system. Holiday Inns pioneered in the 1960s a computerised reservations system which has now been refined with a system called "Hotline 11", which enables it to give instantaneous confirmation of a booking through any Holiday Inn hotel world-wide.

This system makes the company second only to the U.S. Government in terms of the size of its telecommunications network and the computer is considered as a back-up for U.S. civil defence in the event of a nuclear attack.

Holiday Inns is also part-owner of a satellite called HI-NET, which is the largest privately owned satellite video reception network in the U.S. Not only does this transmit Home Box Office in-room video movies but also has facilities for video conferencing.

### Special Report No.189

#### International Business Travel

##### A NEW MEGAMARKET

Already worth \$26 billion a year, the business travel market now rivals that of the end of the century. Leading suppliers have been pushed to get and keep the best business travellers. Most have no clear business travel policy and nations

involved in business travel. It analyses the market sector by sector, looking at price and quality, what the customer wants, how to formulate a company travel policy, and what cost reductions can be achieved.

If you are a supplier, it tells you what your customers' problems are and what payment with order please to

The Economist Publications Limited

Subscriptions Department, 40 Duke Street, London W1M 5DG. Tel: 01-493 6711



When you have business away from home, home is never far from your thoughts.

That's because there are times when there's more at stake than just money.

Along with the contracts and deadlines, business travel can put stresses on your health and family life which are hard to ignore.

Chartering your own flight from McAlpine means that you can usually get home the same day, however long your meeting takes.

Avoiding the expense and inconvenience of staying overnight in hotels.

In fact, on a surprising number of flights, McAlpine Charter can actually save you money.

From the minute you arrive at our terminal at Luton International Airport, you'll know the McAlpine service is something special.

Customs and check-in formalities take just minutes. Then you board immediately.

To say that you get VIP treatment on your flight is an understatement. When you charter from McAlpine, it's like having your own personal airline.

We can offer one of Europe's best selections of executive aircraft. So we've got the plane that suits your individual needs. And our Luton base is under an hour's drive from central London, and easily accessible from the Midlands.

For further details, call McAlpine Aviation today on 0582 24182, or fill in the coupon.

We may not always be cheaper in terms of money.

But think what we could save you in the long run.

Please call me to discuss my requirements.

Please send me further information about McAlpine Executive Charter.

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

McALPINE AVIATION  
YOUR BUSINESS IS WORTH IT.

FT 19/4

JAHOLA

## Business Travel 11



One of Singapore's best-known landmarks, Raffles Hotel. Right: tourists drawn to one of Hawaii's scenic splendours



## When it's time to relax

Stopovers  
ARTHUR SANDLES

**THERE ARE** those who claim never to be affected by jet-lag, but I have met very few travellers for whom the reality is quite so simple. Everyone has their patent theories on how to minimise the bug, ranging from potent pills to silent meditation.

In truth in the no-alcohol and keep your watch on destination-time camp, however, the best answer, if you have the time, is the stopover, or what our North American readers might call the layover.

Some destinations, Singapore and Hawaii for example, have made the stopover a major part of their business for a very long time. For these and many others the habit dates back to the days of piston engine travel when the stopover was not just an option.

There is more than one reason for a stopover. To relax after a hard business trip, or restful preparation for negotiations to come, can be added the desire to do a little shopping as well as the sheer pleasure of arriving somewhere that offers a sophisticated, everything works, environment, when you've spent weeks struggling against inefficiency and red tape.

There is one basic essential for a stopover destination—it should be easy to get at. Places like Athens and Rome and Bangkok sound like nice places to be for a few days, but in fact

the hassle of getting to and from the airport alone is sufficient a deterrent to get them crossed off most lists.

So which are the best? In no particular order my own priorities would go to the following (first cities, then resort destinations):

**LONDON** Not just chauvinism. London is one of the easiest cities in the world to get around in and is rich in arts, shopping and plenty of interest for just walking around. Leave your heavy baggage at the station and get the underground into the centre. Avoid August, when there are too many crowds, and late November—mid-January when the weather is foul.

**AMSTERDAM** A city for walking and simply soaking up the atmosphere. Lots of nice small hotels if you want to get away from the glossy chains. Schiphol

may seem too far away for comfort but communications are good and the airport itself is rightly renowned for its ease of making flight communications.

**BOSTON** Chosen ahead of New York because it is much, much easier to get down-town from the airport and because the city itself is much more manageable for a brief visit. If you are on your way to Europe pick up some New England lobster, the UK customs do not object even if you bring them back live.

**SINGAPORE** The capital of the stopover business. You can just turn up at the airport and be faced with a wide array of offers for short stay visiting. A wonderfully efficient city which

is becoming a little too antisocial for some tastes. The

hotels are among the best in the world.

**HONG KONG** Enthusiasts for Hong Kong's outer islands and water pursuits might object to it being placed in the city stop-over list, but, for the short-term visitor that is what it is. It has much more atmosphere than Singapore and the prices are considerably lower. For a short visit stay in Kowloon, choosing between the Peninsula or the Regent if you want to indulge yourself.

Leave your heavy luggage at the station and get the underground into the centre. Avoid August, when there are too many crowds, and late November—mid-January when the weather is foul.

**AMSTERDAM** A city for walking and simply soaking up the atmosphere. Lots of nice small hotels if you want to get away from the glossy chains. Schiphol

may seem too far away for comfort but communications are good and the airport itself is rightly renowned for its ease of making flight communications.

**BOSTON** Chosen ahead of New York because it is much, much easier to get down-town from the airport and because the city itself is much more manageable for a brief visit. If you are on your way to Europe pick up some New England lobster, the UK customs do not object even if you bring them back live.

**SINGAPORE** The capital of the stopover business. You can just turn up at the airport and be faced with a wide array of offers for short stay visiting. A wonderfully efficient city which

is becoming a little too antisocial for some tastes. The

## Do's and don't's for travellers

Personal security  
CHARLES BACHELOR

**WHICH AIRLINE** to Beirut? Which hotel in Manila? How to travel from Maputo to Belgrade? hire car or consider air-taxi? Security for the travelling businessman involves a range of choices from the obvious to the seemingly trivial.

Without becoming neurotic about the potential threat, the traveller should be aware of precautions that can be taken and of those that must be taken in the less stable parts of the world.

"Much of it is common sense," says Mr Peter Janke, head of research at Control Risks, a London-based company specialising in the assessment

of political and terrorist risks. "But even common sense needs to be taught to people travelling to an unfamiliar country."

So what can the traveller do to minimise the threat?

• Before setting out he should read a good recent guidebook to the area. This should carry basic advice such as: avoid crowds in public places like bus and railway stations in certain parts of Latin America. These provide cover for professional gangs to rob the individual traveller.

• Beware of the "plain clothes policeman" who asks you to accompany him. Ask for identification or insist you go to a nearby police station.

• When flying to an unsettled part of the world, weigh up whether the threat of an aircraft hijacking is greater on an European airline or the local carrier.

The nature of hotels — lots of strangers with luggage — means we face a dilemma," says Mr Roger Fennings, London-based director for public relations of Hilton International.

"The answer is alert in-house security people and lots of pairs of eyes. We have to be able to identify people to prevent their dumping explosives on the carpet. Normally the air-traveller will walk straight to the check-in."

Hilton are moving to more sophisticated locking systems for guest bedrooms. An electronic key card is now available which can be coded for the individual guest. The card can be used for a period of validity limited to the guest's stay and can even be coded to restrict the access of hotel staff to certain times of day.

Hotel guests are advised to use either the room safe or the safe deposit facility at reception. If passports or valuables are stolen then at least responsibility for compensating the traveller lies with the hotel.

• Be careful how you travel within a country. Do not automatically use a hire car in parts of Africa or Latin America for example. Roads can be subject to guerrilla attack. Use the local airline for longer trips. Do not use unregistered taxis from the airport or railway station.

• Do not carry much cash with you. Travellers' cheques and credit cards are safer. In some countries, cash may be needed to pay off corrupt customs officials or policemen.

• Do not offend local custom or decency, particularly in Islamic countries.

• Be careful in your choice of bars and clubs for evening entertainment. Take the advice of the hotel porter or local residents on which parts of town

are not safe for the stranger.

Kidnap is not usually a threat which faces the traveller. A kidnap attempt usually involves a great deal of planning and relies on the kidnappers knowing their intended victim's daily routine.

The traveller will not stay long enough to establish a pattern and is unlikely to be seen as a potential target by local criminals or criminal groups. The long-term foreign resident is however at risk in some parts of the world.

Now is industrial espionage likely to be a major threat for the traveller though he is advised not to take sensitive documents explaining an entire process or product with him. Most Third World countries are unlikely to have the skills to carry out effective bugging.

## Mugging risk

If there is a threat it is more likely to come from more sophisticated regimes. Peter Janke doubts that Eastern Bloc governments would attempt to steal secrets from visiting businessmen. If they invite you to do business they usually play by the rules, he says.

What are the most dangerous parts of the world? That depends partly on the nature of the threat.

The risk of mugging, for example, is greater in Europe and North America than in most Third World countries. Asian cities are fairly safe—more so than large Latin American centres.

The large cities of the U.S. Mid-West are generally safer than those in the East or West Coast. Within Europe Zurich is safer than Rome in terms of street crime while Madrid is probably safer than London or Paris.

On the larger scale of the terrorist threat, countries in civil turmoil pose the greatest danger.

Countries in this situation include Peru, El Salvador, rural Guatemala, Angola, Mozambique and Ethiopia.

It is not that the world has become a more dangerous place, Mr Janke believes. But the growth of international trade has sent salesmen and exporters into increasingly far-flung parts in pursuit of business.

There they are confronted with unfamiliar and sometimes threatening situations. With care, though, many of the risks can be avoided.

TAKE QE2 TO NEW YORK  
TAKE YOUR WIFE FREE.

Take your wife, husband or colleague on any of QE2's 26 Atlantic crossings this year.

You can get a double cabin and 2 air tickets for the price of a single cabin and one air ticket.

Prices are guaranteed and start at £1,565 for a round trip for two. For £349 extra per person, you can even fly Concorde one way.

Details from Cunard at 8 Berkeley Street, London W1X 6NR (Tel: 01-491-3930) or your travel agent.



QUEEN  
ELIZABETH 2

A member of the Cunard Line Group

"Save hundreds of pounds  
on Business Class fares to the USA"

Executive Class return fares from London

	Northwest Orient	British Airways	Pan Am	TWA	Save Up to
Boston	£690	£970	£992	£970	£302
Chicago	£968	£1218	£1218	£1218	£250
Los Angeles	£1270	£1580	£1580	£1580	£310
Minneapolis/St Paul	£850	£1240	£876	£1476	£626
San Francisco	£1270	£1580	£1580	£1580	£310
Washington	£892	£1086	£1086	£1086	£194
Detroit	£950	£1086	£1086	£1086	£136
Seattle	£1276	£1580	£1580	£1580	£304

Fares correct at time of going to press

"Even bigger savings  
on First Class"

Earn  
credits towards  
**FREE TRAVEL**  
with our  
Free Flight Plan

## People who know the best value

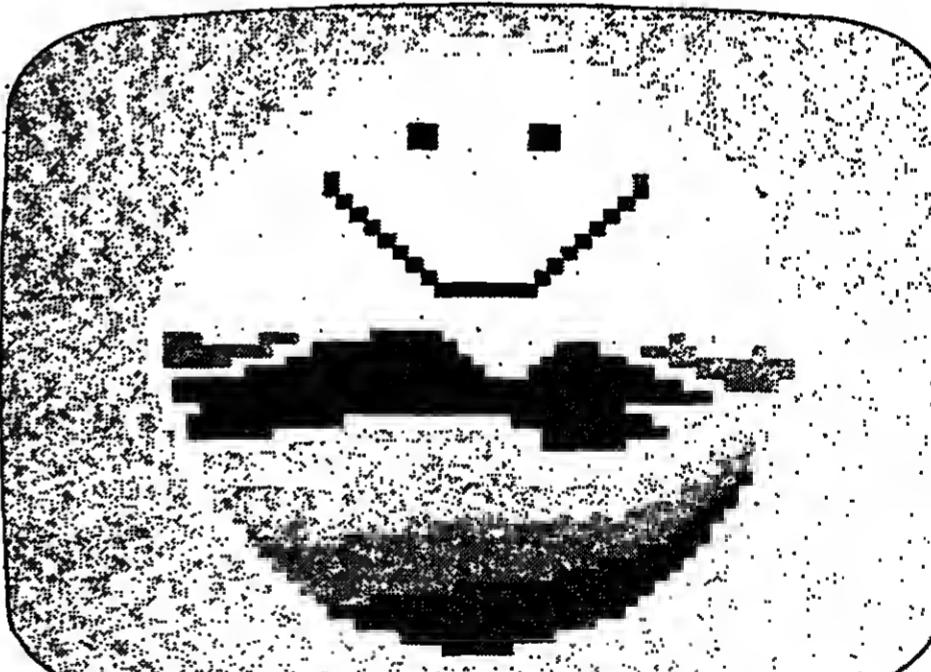
Fly Northwest Orient to the USA from London Gatwick. You can make big savings on round-trip fares to cities from coast to coast across America. You can also earn yourself credits towards free travel anywhere on our worldwide network. There's no better Transatlantic value than Northwest Orient Executive Class. Via congestion-free Minneapolis/St Paul or Boston, we give same-airline service to more than 50 cities. And your Executive Class ticket automatically entitles you to

Also flights from Glasgow Prestwick via Boston or New York.



**NORTHWEST ORIENT**

To ... Anchorage • Atlanta • Baltimore • Boston • Birmingham • Chicago • Cleveland • Dallas • Denver • Detroit • Edmonton • Fort Lauderdale • Ft. Myers • Gainsville • Honolulu • Houston • Indianapolis • Kansas City • Louisville • Los Angeles • Miami • Milwaukee • Minneapolis • Monroe • Newark • New Orleans • Orlando • Phoenix • Portland • Sacramento • San Diego • San Jose • Seattle • Spokane • Tucson • Tampa • Tucson • Washington D.C. • West Palm Beach • Winnipeg



**ITV Oracle,  
being very perceptive,  
chose Jersey.**

The conference itself was a great success and I am sure you will find delegates returning to Jersey as a result of the weekend' said Catherine Welsh, Marketing Manager, Oracle Teletext Ltd.

Oracle's conference got off to an impressive start with a cocktail party hosted by Jersey Tourism at historic St Ouen's Manor.

150 delegates stayed in one of Jersey's 3-sun hotels, and used Fort Regent's fully equipped Don Theatre for the conference itself.

Delegates were delighted by Jersey and very pleasantly surprised by the difference that the absence of VAT and low duties can make to the cost of everything from superb seafood to car hire.

**JERSEY**

Contact David de Carteret, Jersey Conference Bureau, 15 Broad Street, St Helier, Jersey, Channel Islands. Telephone: 0534 76512/78000. Telex: 4192223.

## Business Travel 12

## Services expand at business centres

### Instant Offices

MOSS MURRAY

AS OFFICE rents and rates continue to soar, and staff salaries rise to sometimes prohibitive levels, many small businesses—and quite a few large, internationally known companies, too—are finding it makes economic sense to move into fully furnished, serviced and equipped suites of offices at business centres.

Strangely, many executives have never heard of a business centre. Nor are they listed as such in local directories. Yet in towns and cities throughout the UK and increasingly in Europe and around the world, they are growing in numbers.

In Switzerland recently I asked nine Swiss businessmen and women where I could find a business centre. None knew. Yet in Zurich, International Office Services, a link in the chain of World-Wide Business Centres, has 15 offices on three floors in a new office building at 32 Rennweg. Here you are greeted by a multilingual receptionist and the use of a well-furnished office costs SwFr 125 (US\$33) per day, SwFr 600 for a week, or from SwFr 2,300 for a month.

At the London headquarters of World-Wide Business Centres

in the Strand, not far from the Savoy Hotel, their full facility plan costs between £675 and £1,250 a month. The charge includes an equipped and furnished office, full time receptionist, mail and telex services, 24-hour access, all cleaning and maintenance, phones, plus access to a typing pool and photocopying on a pay-as-you-use basis.

The company's identity plan gives businesses their own exclusive phone number, plus a shared switchboard, and a receptionist who will receive visitors and accept packages when the client is not there. This costs £450 a quarter. Alternatively, for £95 a quarter, the organisation will forward company mail and provide a listing at the building's entrance. Office suites in the Strand can be rented for as little as £13.50 per hour.

#### Luxurious

One of the most luxurious of the London centres is Asphalte House in Pall Mall, a few yards from Victoria Station. Here the communal and reception areas are marble lined and the services include comfortable and spacious offices, a computerised telephone system and telex operated on a time charge basis by trained staff. Secretarial services are also on tap.

Other facilities include message taking, mail handling,

and overcoming the sometimes seemingly endless legal delays.

#### Impressive

Hundreds of overseas companies now occupy offices in business centres in London and elsewhere in the UK. Their neighbours are several thousand small and large British organisations. All have learned that doing business from a hotel room or home is not always the best way to influence a potential client or customer. An office with your name listed in reception is rather more impressive.

For the new entrepreneur setting up his or her own business, the savings can be considerable. Michael Leford, manager of World-Wide Business Centres in London, has worked out that an office in central London with reception area, meeting room and kitchen requires a minimum of 500 sq ft of usable space and can cost much more than £10,000 per year, plus a landlord's demand for a three-year agreement.

Charges, she says, for a well-furnished office in the heart of the capital can be half this sum. Salary savings can be equally significant.

Around the world similar services and savings can be achieved. In New York, World-Wide Business Centres at 575 Madison Avenue offers 140 suites and offices for rental by the hour, daily or for extended periods. Founded by an Englishman in 1970, the organisation,

in addition to the normal range of facilities, offers book-keepers, sales staff, multi-lingual assistants, plus a building directory listing. Costs are from \$18 an hour or \$80 per day.

World-Wide were followed in 1982 by Business Centres International at 150 East 56th Street. Backed by a group of Gulf investors, and located on the penthouse floor of the Architects and Designers Building, it offers wide mirrored hallways and 37 offices with full staff support.

All clients are agreed. One of their executives said: "We expect our customers to be well-dressed businessmen. If it is a group of bippies standing a record business they may make a million dollars, but we don't want them." Most other business centres around the world operate similar unprinted and unofficial guidelines.

During the last few years more than 50 shared office facilities have opened in major cities across the US. Others are now available in Amsterdam, Athens, Bombay, Brussels, Dubai, Madrid, Milan, Paris, Rome and Singapore.

In Nigeria, where the prevalent economic recession makes the expense of running a permanent office something of a hazard, Business Systems offer a corporate management centre including fully furnished offices, telephone and mail facilities and an international messenger service as well as typing and



Reception and office in the Strand offices of World-Wide Business Centres

## Wide range at Heathrow

### THE HEATHROW Business Centre which is at Terminal Two of London's main scheduled airport has proved to be a considerable attraction.

The centre is heavily used on a short-term basis, the purpose for which it was primarily designed, but has also attracted one or two long-term users.

The centre opened in late 1983 as the result of thinking along the same lines by the British Airports Authority and Mr Roger Penlington.

Fully equipped, the centre

charges a basic annual membership fee of £75 and then makes on-charges for the particular facilities used—they range from meeting

rooms and secretarial services to telexing and facsimile transmission.

"Offices, workstations and a wide range of back-up services are available by the hour or by the day," says Mr Penlington. "One equipment at the centre is the latest that technology can provide."

Mr Tom Sharman, the managing director, said: "Our subleasing service provides an executive with his own desk filing cabinet and a shared office. This is the least expensive venture. It means that a one-man band can operate on a budget and still enjoy all the facilities of a large office complex, including a conference room."

Clients of Executive Offices have included Boeing, the Chipperfield Organisation, Kawasaki Motor Cycles, Singer, Ransomes and Trivac, a subsidiary of British Airways.

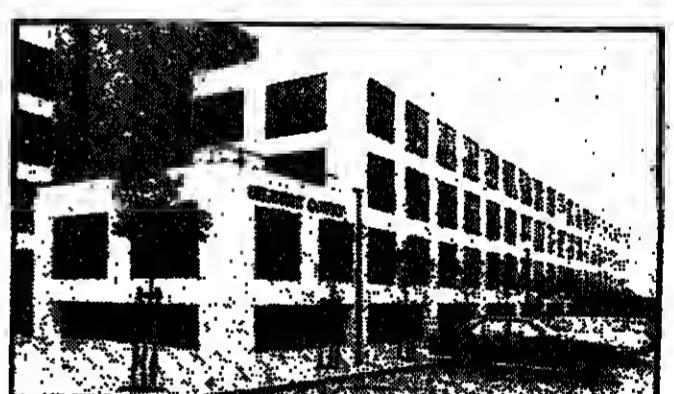
Another successful UK business centre is Dunes Court, Altrincham, Cheshire. Because of their location they mostly attract the smaller company, one-man consultancy or someone starting a new enterprise, perhaps with redundancy money.

Although some of their offices are occupied on a permanent basis, there are always suites for hiring either by the day (£30), or half-day (£15), or per week (£100). Facilities available include the use of a central switchboard, typing, photocopying, telex and a boardroom.

Another northern location is the City Business Centre in Pinfold Street in the centre of Shiffield while in Glasgow the Scottish Business Centre, Bothwell Street, offers fully furnished offices from £9.50 a day—but are considerably cheaper when booked by the month.

Business centres sometimes act as a catalyst for business growth. The Eurocenter in Amsterdam, occupying two 17th century canal buildings at Keizersgracht 62-64, was used by a British company, R. F. Winder Limited of Pudsey, Yorkshire. They had developed a process known as retrofitting and successfully sold it at home and overseas.

A Dutch company was formed to cope with the demand and Mrs Wildblood, who runs the Amsterdam centre, turned to her husband, a management consultant, to help them. He is now head of an expanding Winder (Nederland) BV which continues to occupy offices at the Eurocenter.



Silbury Business Centre, Milton Keynes, has achieved all its financial targets since receiving its first clients in June 1982.

## Emphasis on service

**CONTINUED FROM PAGE ONE**

siderable change. Not the least of this will affect travel retail agencies. In the U.S. these are turned to see what the impact of deregulation of airline ticket sales is likely to be since in theory it means that airlines can market tickets through whatever channels they choose, banks and supermarkets included.

If this freedom were to extend to Europe, and if the airlines were quick to take advantage of it, the results could be dramatic. Even without such a switch there is already a sign in both the U.S. and Europe of a changing relationship between corporate customers and their travel agents, with the pressure being on a new concept of charging with "net cost" methods taking over.

This involves agents totally forgoing their commissions in theory and itemising the real cost of tickets and other ser-

vices and then charging a fee for procurement of those facilities. The excellent recent Economist investigation of the Business Travel Business (£95) suggests the move towards net costing will continue apace.

"Some growth is foreseen in direct sales between suppliers and corporate accounts, but the travel agent will remain the main medium through which travel is arranged. There will be a move towards net pricing. Corporations are unsure about the all-inclusive charging system of agents and will soon insist on being charged on a net cost plus management fee basis."

There seems no good reason to disagree with that, but the end result would be an inevitable acceleration of growth in the power of the major travel agency chains and the almost certain growth of purchasing groups in much the same way as small grocers gathered into consortia to fight the supermarkets.

It looks like a fascinating decade ahead.

**swissair**

Are you as familiar with the cities of Europe as Swissair? We know them well because we fly regularly to 47 of them. You may have identified some already.

If you are one of the many people who wouldn't think of flying with anyone but Swissair then you might appreciate a little more help to make sure you get all our connections. Amsterdam (which we fly to 4 or 5 times a day), Athens (twice or 3 times a day), Barcelona (twice a day), Basel, Belgrade (daily), Brussels (once or 3 times a day), Bucharest (3 times a week), Budapest (daily), Cologne (daily), Copenhagen (3 times a day), Dublin (twice a week), Dusseldorf (3-5

times a day), Frankfurt (twice or 3 times daily), Geneva, Genoa (5 times a week), Hamburg (daily), Hanover (5 times a week), Helsinki (daily), Istanbul (daily), Linz (daily), Lisbon (daily), London (6-7 times a day), Madrid (twice a day), Malaga (5 times a week), Manchester (daily), Marseilles (daily), Milan (3 times a day), Moscow (3 times a week), Nice (twice a day), Nuremberg (once or twice a day), Oporto (3 times weekly), Oslo (daily), Palma de Majorca (3 times weekly), Paris (7 to 9 times a day), Prague (5 times a week), Rome (3 times a day), Salzburg (daily), Sofia (twice a week), Stockholm (daily), Stuttgart (2-3

times a day), Thessaloniki (3 times a week), Toulouse (5 times a week), Vienna (2-3 times a day), Warsaw (3 times a week), Zagreb (daily), and Zurich.

You may have discovered some cities that you wouldn't have associated with Swissair. And our little diversion will have helped you to make the right connections all over Europe.

JALAL ALI TA